

# **INCREASING THE SCALABILITY OF THE TECHNICAL SUPPORT TEAM AT A SOFTWARE COMPANY**

**by**

**Paula Seabrook  
BBA, Simon Fraser University, 2001**

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## **APPROVAL**

**Name:** **Paula Seabrook**

**Degree:** **Master of Business Administration**

**Title of Project:** **Increasing the Scalability of the Technical Support Team  
at a Software Company**

**Supervisory Committee:**

---

**Sudheer Gupta**  
Senior Supervisor  
Assistant Professor of Technology and Operations  
Management

---

**Neil Abramson**  
Second Reader  
Associate Professor of International Strategy

**Date Approved:**

## **ABSTRACT**

Scalability is a major goal of most Technical Support teams. In our current economy and with ever-increasing pressure to improve profit margins, the Technical Support team at the Active Network is striving to improve its ability to service an increasing customer base without increasing expenses at the same rate. The Active Network, which produces software to enable and encourage participation, has grown rapidly over the last few years and its processes and systems have not been optimized to facilitate efficient growth. Active's competitive strategy is mainly differentiation, but within some of its product lines price is also important. Active attempts to differentiate itself with high product quality and strong customer relationships built through excellent service. However, they have not committed to this strategy, resulting in challenges for the Support team that stem from underinvestment.

Over 200 employees at the Active Network were surveyed to better understand the opportunities to increase efficiencies within the Support Department. Employee feedback, combined with extensive industry research resulted in several key opportunities being identified that will help the team contribute to profitable growth.

**Keywords:** technical support; scalability; software; professional services; participatory

**Subject Terms:**

Organizational effectiveness

Scalable growth

Knowledge Centered Support

## DEDICATION

*Thank you Ben for helping me remember what it's all about.*

*Thank you mom + dad. I hope I turn out as good as you.*

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## GLOSSARY

CRM	Customer Relationship Management software allows companies to manage customer relationships in an organized way.
FTE	Full time employee
Intranet	A privately maintained computer network that can be accessed only by authorized persons, especially members or employees of the organization that owns it.
IT	Information Technology is the development, installation, and implementation of computer systems and applications.
KPI	Key Performance Indicators (KPI) are financial and non-financial metrics used to quantify objectives to reflect strategic performance of an organization.
NPS	Net Promoter Score. A measurement of customer loyalty that is determined by asking customers if they would recommend you.
RMA	Return Material Authorization (RMA) is a transaction whereby the recipient of a product arranges to return defective goods to the supplier to have the product repaired or replaced or in order to receive a refund or credit for another product from the same retailer or corporation.
ROI	Return on Investment is the monetary benefits derived from having spent money on developing or revising a system.
SaaS	Software as a service is software that is rented rather than purchased. Instead of buying software and paying for periodic upgrades, SaaS is subscription based, and all upgrades are provided during the term of the subscription. When the subscription period expires, the software is no longer valid.
SLA	A service level agreement (SLA) is a contract between the provider and the user that specifies the level of service expected during its term.
Wiki	<b>A wiki</b> allow users to maintain unstructured content very quickly and easily. Wiki applications add structure to wiki content. Wiki applications are also called situational applications because they are created ad-hoc by the users for very specific needs.

# 1 INTRODUCTION

## 1.1 The Company

The Active Network (“Active”) was founded in San Diego in 1998 and has grown both organically and through acquisitions to approximately 1800 employees in 2008. Active is now the world leader in providing software that enables participation in sports and other events. Some of the markets Active competes in are Communities, Camps, Sports, Endurance, Events, and Education. Although their strategy differs by market, Active generally competes with differentiation based on service, product features and relationships with its customer base

The marketing services offered by Active assist in connecting individuals with brands and websites dedicated to achieving an active lifestyle<sup>1</sup>. Prior to the introduction of the software, efficiently organizing data for participatory activities such as marathons or summer camps was challenging. CEO Dave Alberga states on Inc.5000’s company profile that continued growth is due to the software stealing market share from the "Excel, telephone, and paper and pencil" methods of the past (Alberga, 2008). Active has a unique media component. Its network allows people to find activities within their communities by creating more exposure to local activities and facilitating greater community participation.

The company has raised approximately \$275 million in venture capital since 1998<sup>2</sup>. Investors include ESPN, Canaan Partners, North Bridge Venture Partners and Performance Equity Partners<sup>3</sup>. This funding has allowed Active to “enhance its technology, increase market

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<sup>1</sup> <http://www.activenetwork.com/about/corporate-overview/history.htm>

<sup>2</sup> <http://www.activenetwork.com/about/corporate-overview/history.htm>

<sup>3</sup> Randolph, Ned “The Active Network actively raising venture capital to expand.” 2008 BNET Business Network. 8 Sept. 2008. <[http://findarticles.com/p/articles/mi\\_hb5247/is\\_ai\\_n30890077](http://findarticles.com/p/articles/mi_hb5247/is_ai_n30890077)>

share, obtain top management talent and expand its services into new markets” (The Active Network, 2008).

Please refer to Appendix A for a timeline of major events in Active’s history.

## **1.2 Problem Statement**

The main challenge facing Active is growing revenue at a faster rate than expenses. In an economy with reduced information technology (IT) spending, the need to increase margins by controlling costs and maximizing revenue opportunities is crucial to survive. For a company competing based on differentiation, Active must ensure that its customer intimacy and product quality create enough value to justify being a higher cost solution. There are a few products in which Active engages in price competition, but in general they are focused on service and customer relationships.

The Professional Services team (the ‘Team’) at Active provides post sales services to customers. Two main functions provided by the Team are Consulting and Support. The Team is responsible for providing services for all thirty-five products that Active sells across ten markets. The products are all geared towards participation, but differ greatly in their complexity, size and functionality. There are approximately two hundred people in the Professional Services group, with the Team being divided roughly equally between Consulting and Support.

Professional Services Managers are provided with sales projections for the next fiscal year and tasked with determining how many resources the department will require to support their customer base. The Team is not equipped to provide acceptable service levels without

increasing its resources. Improvements are required to enable the Team to be more efficient and scalable, with the end goal of reducing expenses to better contribute to profit margins. It must achieve this while striving to provide service levels that maintain and increase their customers' commitment to Active.

Based on a survey conducted with employees at Active, many people felt that there has been an underinvestment in infrastructure, resulting in the Team struggling to improve margins (refer to the employee survey in Appendix B). Active may need to incur costs in the short term to improve profit margins in the long run. Salaries are the largest cost and Active is unable to decrease headcount without investing in infrastructure and building processes that allow the Team to service customers more efficiently. In tight economic conditions, corporate decision-makers are leery about increasing the number of employees until they have a better understanding of how the economy is going to affect revenue. However, Active is growing their customer base, increasing the workload on the customer service organization. In other words, the Team needs to figure out how to do more with less.

“Scalability is a desirable property of a system, a network, or a process, indicating its ability to either handle growing amounts of work in a graceful manner, or to be readily enlarged” (Wikipedia, 2008). The goal of this paper is to identify measures the Support team can implement to allow them to achieve scalability that will support the efficient growth of the business.

### **1.3 Scope**

As previously mentioned, the two main functions the Team is responsible for are Consulting and Support. This project addresses scalability concerns within the Support team,

including systems, processes, and organizational improvements. The major areas that this project focuses on are processes, structure and systems. They are much intertwined but each needs to be improved in order for the Active Network's Support team to transform itself into a scalable operation.

The Support team is spread across 4 main offices: San Diego CA, Poway CA, Bothell WA, and Burnaby BC. There are 45 people in the Burnaby office and 55 split between the 3 American offices. The multiple locations are a result of acquisitions that Active has made over the last four years. Teams are divided primarily by the product they support. One of the challenges to achieving scalability across the Support team is that each office uses different systems and has developed unique processes over the years. Active has not taken measures to take advantage of economies of scale or to eliminate inefficient practices across the different locations and teams. The following analysis pertains to scalability measures that will benefit each team within the Support department.

## **1.4 Methodology**

### **1.4.1 Within the Active Network**

Two surveys were conducted for this thesis. The first was with the entire Professional Services Department (140 respondents) with team specific questions and the second was with 45 people from various departments in the company with scalability specific questions (see Appendices N and O for details). Several meetings with Managers within the Professional Services team were also conducted to gain insight into Support specific information. For company specific information I consulted reports created by market General Managers and the Vice President of Strategy, and had correspondence with key people within the Active Network.

#### **1.4.2 Market Best Practices**

Numerous external sources to identify industry best practices were reviewed. This secondary research was mainly conducted online as this is where the most up to date data is provided.

Help Desk International (HDI) and the Consortium for Service Innovation (CSI) are leaders in the service industry and their best practices were applied to many areas within the Team. HDI has 19 years of history and the world's largest membership base (50000) for training and certification of technical support professionals (HDI, 2008). They are vendor neutral in their efforts to "facilitate open, independent networking and information sharing within the association's global network" (HDI, 2008). CSI is a non-profit association of support professionals dedicated to innovation within the support industry<sup>4</sup>. Throughout this paper, their expertise and recommendations are incorporated when relevant to increasing scalability at Active by implementing the best practices resulting from their collective experiences.

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<sup>4</sup> <http://www.serviceinnovation.org/about/>

## **2 EXTERNAL ANALYSIS**

The Active General Managers created a detailed market document that includes a market overview, market analysis, market opportunity supplement, five year plan, competitive analysis and competitive landscape by market. Due to the length of this document (over 200 pages), only an excerpt from the Communities market is included in Appendix D. This section covers Active's customers, an overview of the political, social-economical and technological environment (PEST Analysis) in which Active operates, as well as the rivalry and competition within the markets Active competes.

### **2.1 Customers**

Between markets there are many differences in customer characteristics such as loyalty and technical aptitude. In general, Active's customers are people involved in participatory activities such as camps, races, recreations centers, sports, events and golf. It is common for customers to be more focused on people than technology and accordingly, they place high value on the customer service provided by their vendors<sup>5</sup>.

### **2.2 Political**

For some of Active's key markets, government budgets determine if some of Active's customers receive funding for their software. Schools and Parks and Recreation Departments for example are funded by the government, so factors such as whether it is an election year and the leading party's priorities will affect purchases. During election years there can be an increase in government spending (Taxes.ca, 2005).

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<sup>5</sup> Seniors Vice President of Operations (November 16<sup>th</sup>, 2008). School – Question on Loyalty [email to Paula Seabrook][online]



## 2.3 Socio-Economical

Attitudes towards fitness and exercise also affect demand for Active's software. Between 1998 and 2007 there was a 7% decrease in the number of people who reported doing no leisure-time physical activity<sup>6</sup>. The graph in Appendix G indicates that there is a slow but steady increase in demand over the last 20 years. As people become more concerned about their health, registration in activities offered through Active's software should rise, resulting in increasing revenue for Active. Additionally, customer demand drives product functionality. Active's customers respond to demands from their customers by requesting features in Active's software that will meet the evolving needs of their client base. Enhancement requests by customers dictate the future direction of products. New features are built into Active's software based on the number of customers (and sometimes the importance of customers to Active's strategy). For example, customers in the Communities market requested the ability to purchase gym memberships online so Active built this functionality into the software.

The major challenge right now is the economy. One example of how the economy affects sales is with the events business. Active makes software for online event registrations. Customers purchase this software to manage events such as conferences. When there is an economic downturn, Active has found that conference attendance is often one of the first items that corporations remove from their budget to cut costs. Flights, hotels, car rentals, conference fees and other expenses are seen as 'nice to haves' so attendance goes down in an economy like the one we are currently in. This affects Active's ability to earn transactional revenue from registrations with their software.

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<sup>6</sup> Center For Disease Control and Prevention, retrieved November 22, 2008  
<http://orthoinfo.aaos.org/topic.cfm?topic=A00323>

In an economic downturn, customers are typically more price sensitive so Active will likely see an increase in sales of their subscription based software relative to products with the traditional license model. The subscription model enables Active's customers to pass on the software costs to their customers. Consequently, competitors who do not have a similar product offering run the risk of losing ground to Active, especially in this economy.

## **2.4 Technological**

In the last eight years, the number of people who use the Internet has increased 128% (Internet World Stats, 2008) to reach 73.6% of the population. The Internet has become commonplace and most people have access to a computer. In Canada alone, between 2005 and 2007 there was a 61% increase in online purchase (Statistics Canada, 2008). Considering that much of Active's revenue comes from online transactions, this is a positive trend for them. This has also caused Active to focus product development to online services such as online registration.

## **2.5 Rivalry**

Active does not generally compete on price. Its strategy to increase its profitable customer base is differentiation via service and products (functionality, breadth, transactional revenue model). As noted earlier, one of Active's strengths is that it has multiple product offerings for the different markets it competes in. Different levels of product functionality facilitates the ability to compete for both large enterprise organizations (differentiation) and smaller 'mom and pop' type businesses (price). There are different competitive strategies for different products. According to Active, key success factors in the participatory software

business are functionality and customer relationships (Senior Vice President, 2008) and in certain markets, price (Vice President of Strategy, 2008).

## 2.6 Competitor Analysis

The current addressable market is about \$13.5 million dollars according to Active's 2008 North American Market Analysis reflected in Table 1 below and also available in Appendix E. Active believes that 93% of the addressable market is untapped, leaving a massive opportunity for future growth. There is a portion of the market that is considered 'unaddressable', meaning that there is no potential of turning these organizations into customers.

Table 1 – North American Market Analysts

Total Market Size: # of Orgs		Total Revenue Opportunity		Share of Addressable Market	
Total Market Size	1,997,176	Total Market Size	\$15,377,385,284	<p>1% 6% 93%</p> <p>Active All Competitors Available Market</p>	
Unaddressable	103,765	Unaddressable	\$1,884,675,955		
Total Addressable Market	1,893,411	Total Addressable Market	\$ 13,492,709,329		
Current Customers	64,244	ActiveOrgs 08 Rev (Proj)	\$155,413,856		
Total Remaining Opp	1,829,167	Total Remaining Opp	\$ 13,337,295,472	<p>Notes: Measured by Revenue</p>	
Orgs with Competitors	333,805	All Competitors 08 Rev (Proj)	\$758,911,514		
Notes: plus 600 through pending acquisitions		Notes: Does not include International			

Source – The Active Network, 2008

Table 2 below illustrates that the Endurance market is the highest for Active in terms of market penetration (52%). This was the first market that Active targeted when it formed. Considering that Events, Communities and Outdoors bring in more revenue than Endurance but reach a much smaller percent of the addressable market, these markets appear to have higher future potential for Active to expand the business.

**Table 2 – Market Summary**

Current Positioning					Market Size & Assessment				
Market:	rank	% Add. Share	Revenue	% Add. Rev	Market	# Orgs	Addressable \$ Market Size	Competitor Rev	Competitor Share
Events	1	1.59%	\$37,000,000	1.99%	Government	24,077	\$2,673,050,000	\$156,000,000	5.84%
Communities	1	0.42%	\$28,666,800	1.12%	Communities	358,718	\$2,564,239,279	\$57,007,500	2.22%
Outdoors	3	0.03%	\$23,215,000	3.14%	Events	638,717	\$1,857,198,894	\$73,000,000	3.93%
Endurance	1	52.04%	\$22,752,165	7.23%	Faith	365,000	\$1,341,523,884	\$94,300,000	7.03%
Sports	1	8.04%	\$14,860,000	3.29%	Educate	177,394	\$1,257,150,789	\$57,249,924	4.55%
Camps	1	6.71%	\$11,914,800	3.95%	Golf	17,168	\$1,017,638,676	\$29,600,000	2.91%
Government	5	1.77%	\$7,558,788	0.40%	Fitness	33,769	\$975,037,664	\$78,000,000	8.00%
Educate	3	1.25%	\$5,262,475	0.42%	Outdoors	52,504	\$739,192,000	\$153,000,000	20.70%
Golf	4	4.40%	\$3,920,000	0.24%	Sports	201,577	\$451,393,508	\$36,240,090	8.03%
Fitness	20	0.00%	\$0	0.00%	Endurance	92,727	\$314,643,977	\$9,950,000	3.16%
Faith	50	0.00%	\$0	0.00%	Camps	35,524	\$301,640,659	\$14,564,000	4.83%
International					International				
Totals		3.39%	\$ 155,150,028	1.15%	Totals	1,997,176	\$13,492,709,329	\$758,911,514	5.62%

Source – The Active Network, 2008

Within markets that Active has been competing in for over three years, it holds a top five position in the industry (refer to Table 3 below). More recently, Active has entered the Fitness and Faith markets and has not yet established itself as leaders in these. While Active does hold the number one position in five markets, they do not benefit from the majority of revenue for any market (they have less than 50% of total revenue earned in each market), meaning that there are substantial competitors in each arena Active competes in.

**Table 3 – Competitive Position**

Current Positioning	
Market:	rank
Events	1
Communities	1
Outdoors	3
Endurance	1
Sports	1
Camps	1
Government	5
Educate	3
Golf	4
Fitness	20
Faith	50

Source – The Active Network, 2008 (available in Appendix F)

All competitors have a smaller customer base than Active, with the average being about 3000 customers, while Active has over 64000 customers across markets. The company has contributed to market consolidation within the industry through acquisitions.

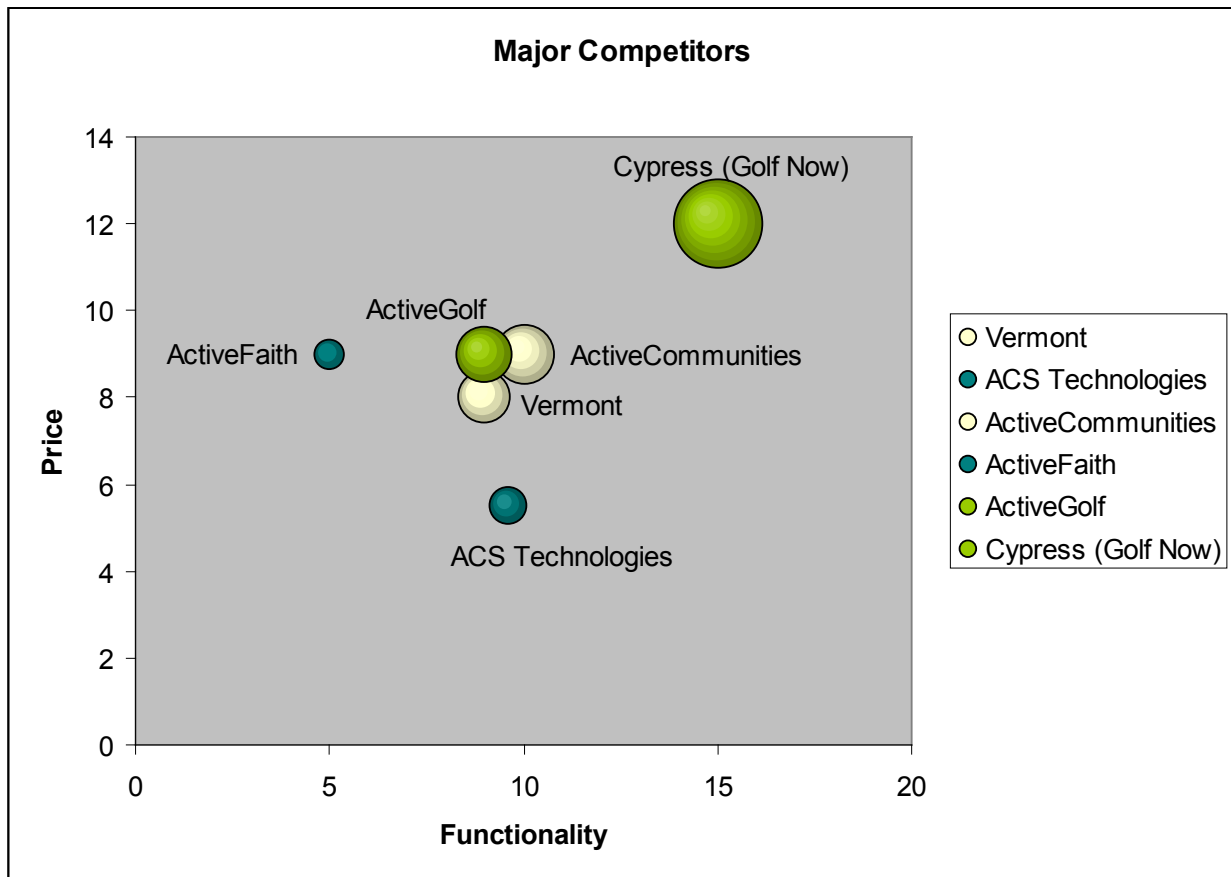
Active primarily competes market by market and often the major contenders within a space are small companies who have found a niche to specialize in. When assessing their competition, Active considers competitors' client base, year over year growth, price of software, functionality, and estimated annual revenue. They also consider the potential of a competitor to compete in more than one market. Once they determine the threat level of a competitor, they decide whether they should compete with or acquire each company<sup>7</sup>. Growth and the number of customers a competitor has play a major role in Active's competitive strategy. A larger customer base is a more attractive acquisition target. One of the benefits of making an acquisition is that Active gets access to new customers, which it can use to help increase revenue by offering complementary products or services to increase their market share significantly. Additionally, access to new customers provides the opportunity for Active to migrate the new customer base to its more profitable product offerings. Refer to Appendix F for further detail on how Active assesses their competition.

In the strategy canvas in Figure 1 below, three of Active's largest competitors (ACS Technologies for Faith, Vermont for Communities, and Cypress for Golf) are compared on price and functionality which were identified earlier as key success factors for Active. As Active competes in many different markets they must use market specific information to compare themselves with competitors. Consequently, the chart is colour coded to match Active up with the relevant competitor.

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<sup>7</sup> ActiveOrganizations Competitive Landscape, May 2008.

**Figure 1 - Competition**



Cypress (Golf) is the largest online tee-time provider for thousands of golf courses throughout the USA<sup>8</sup>. They offer a full feature set and appear to be competing by differentiation. In order to capitalize on the progress Cypress has made in educating customers about online tee time providers, Active's strategy is to compete on price in the Golf market. Cypress has processing fees and in order for Active to gain market share they can offer zero transaction fees for customers who opt to use Active's Golf product offerings for online transactions. Additionally, because Cypress has a very small Canadian presence, Active faces less competition here (Active Organizations Rollup, 2008).

<sup>8</sup> Active Organizations Rollup, 2008.

Vermont is the major competitor in the Communities market and they have captured 12% of the market. They have some key military contracts and the largest customer base in New York and Ohio. Price and functionality are slightly less preferable to Active and Active has chosen to compete with Vermont by attempting to target their largest clients which will cause them to spend time keeping these customers. Additionally, Active is focused on gaining entry into the military by leveraging their existing Navy contract as a point of entry (Active Organizations Rollup, 2008).

ACS Technologies is the leading information software provider for faith based organizations and schools (Active Organizations Rollup, 2008). ACS has an established customer base (founded in 1978) and complete product suite that meets the needs of their customers. Due to the extensive product functionality there is a risk that ACS could expand into new markets. As a result, Active is paying close attention to opportunities for acquiring them (Active Organizations Rollup, 2008). In the Faith market Active's biggest competitor has both superior functionality and a lower price. This is situation that Harvard professor and competition expert Michael Porter refers to as 'stuck in the middle.' (Porter, 1980). Stuck in the middle refers to the practice of focusing on more than one strategy with the end result being an unsuccessful execution of any strategy. As Faith is a relatively new market for Active to compete in, they may be fine tuning their tactics to improve their competitive position.

### **3 INTERNAL ANALYSIS**

This chapter presents an internal analysis of Active's structure and culture to provide the reader with an understanding of the corporate environment. It then reviews internal factors that give the organization certain advantages and disadvantages in meeting the needs of its target market. The analysis of Active's strengths and weaknesses focuses on internal resources and capabilities that either contribute to, or limit Active's ability to remain the world leader in their industry.

#### **3.1 Structure**

The Active Network utilizes a matrix structure across the organization. Functional Managers are responsible for the performance of their department and General Managers for each market are responsible for the success of their market, across all functions. Each General Manager reports to the Vice President of Strategy, who reports to the Senior Vice President of Organizations, and most functional leaders also report up to the Senior Vice President of Organizations. Often, companies employ a matrix structure for project related work to create synergies between project and functional management<sup>9</sup>. In Active's case, the matrix attempts to create market focus (the General Manager) across functional groups. I spoke with several General Managers who were satisfied with the structure but stated that personal relationships with functional Managers play a large part in their ability to be successful in the General Manager role.

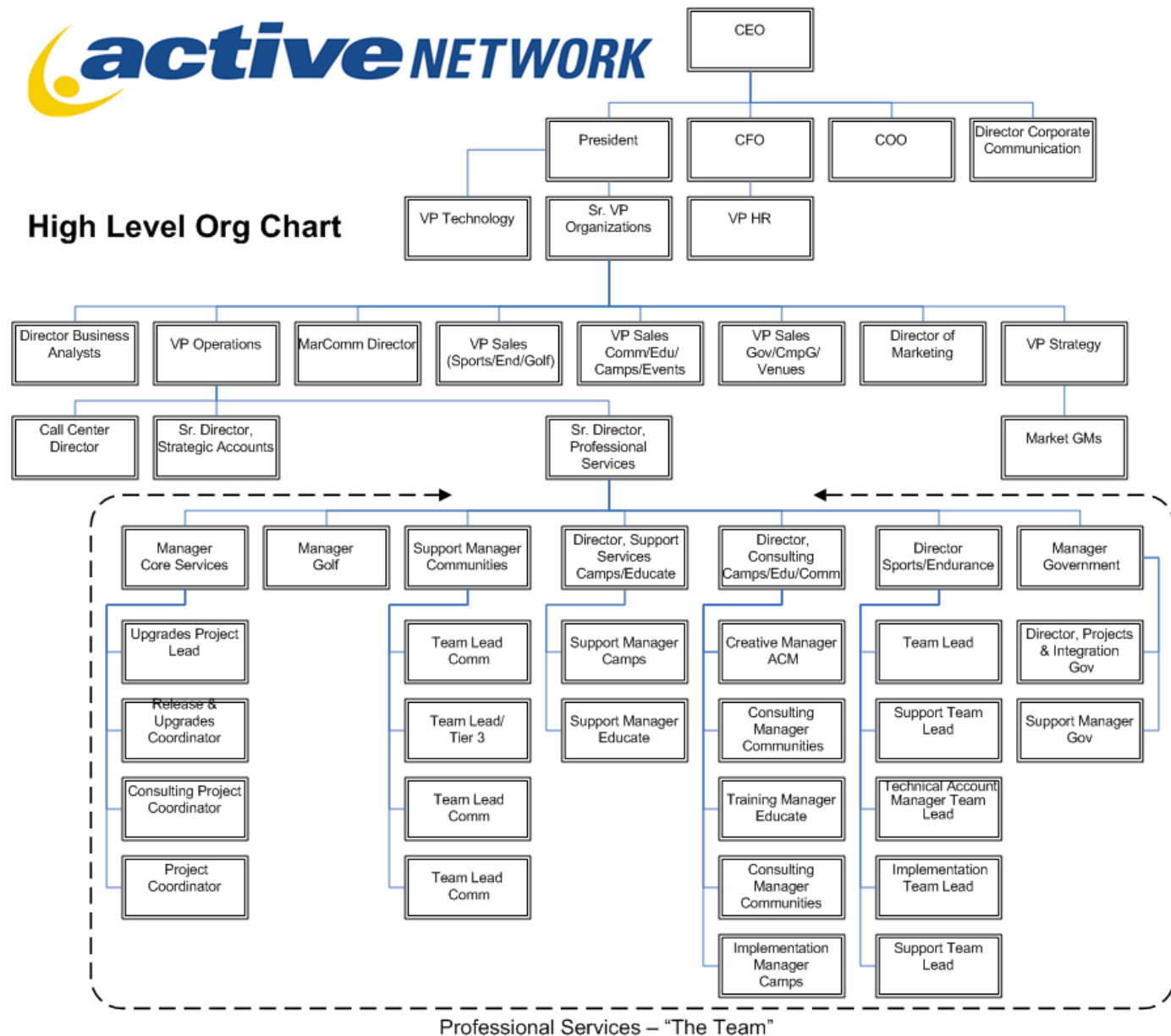
Figure 2 below shows the high level organizational structure with a more detailed Professional Services breakdown:

---

<sup>9</sup> <http://www.visitask.com/matrix-organization.asp>



Figure 2 - Organizational Chart



The Support team is divided into teams that generally support a customer base using the same product. Historically, products were designed for a specific market but since the multiple acquisitions, it is no longer a simple division as some products are now used across several markets. For example, the Thriva support team originally supported customers in the Camps market. Since Active now has access to multiple markets due to acquisitions and growth, the ‘Thriva’ product is now in use by the Sports and Events markets in addition to Camps.

The Sales team is organized by market and the Team is organized by product. Different systems, service levels and processes between Support teams create confusion for Sales when products sold are supported by different teams. As Active introduces new products into existing markets, which they have been doing at an increasing rate, sales people are initially unfamiliar with the new Support team they are working with and this problem becomes amplified. This situation has resulted in Sales setting improper expectations with customers and a lack of confidence in the Support team. The lack of trust in the Support team’s ability to meet the needs of their customers has caused one Sales team to create an internal position to provide support to their customer base.<sup>10</sup> For a company who relies heavily on customer relationships to drive revenue, having a structural disconnect that impact customers creates challenges building customer intimacy.

## **3.2 Culture**

Organizational culture has been defined as “the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization” (Hill, 2001).

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<sup>10</sup> Thriva Sales Survey

As the company has grown, instead of imposing cultural elements on acquired companies, Active has tried to take the best of the different cultures to try to create a corporate culture that all groups can identify with. Active also considers culture when making acquisitions, and are aware that cultural clashes can thwart successful integrations.

### **3.2.1 Norms**

Overall, Active has a casual culture. Many people wear jeans and t-shirts to work, hours are fairly flexible, and most employees have cubicles. Having cubicles instead of offices negate the need for an open door policy and results in frequent as well as open communication between employees. There is an interesting shift developing as multiple companies amalgamate into one corporation. The pre-existing norms have become less visible as people come together to be part of the new corporate culture. Communication methods and processes are being formalized as the company grows. It is no longer feasible for an employee to request approval from someone he knows in Human Resources to make an offer of employment. This can be frustrating for a group use to the timely decisions that are often the norm in small companies where formal processes often do not exist. Although there are some groups at Active that operate as a small company would, generally people are becoming accustomed to doing things the 'Active' way. Currently, norms are still unknown in many cases but will become clearer over time as the acquired companies become more integrated. The Human Resources team has had an increasing focus on documenting processes such as proper communication channels to try and expedite the process of 'norm' becoming more normal across the business.

### 3.2.2 Values

Active has defined its corporate values as forthright, commitment, drive, teamwork and fun<sup>11</sup>:

Company values include:

- Forthright – walk the talk, candid, trustworthy, straightforward
- Commitment – responsibility, personal sacrifice, willingness
- Driven – competitive, continually improving, desire to be the best
- Team – win: win, respect, cooperation, consideration, selfless
- Fun – positive, celebrates, passionate, enthusiastic

These values are now incorporated in job postings, part of performance reviews, and each employee is now rated on their performance in accordance with each value. Active has adopted the values of one acquired company but has fine-tuned them to adhere to Active's long term goals.

Within the Team, people generally look out for each other. They are willing to give others credit and realize that working together will yield better results. Targeted hiring by HR has been very effective within this team and when asked what people like the most about their jobs, over half said that they liked the people they work with<sup>12</sup>. Hiring people based on values and aptitude has been a strategy that has worked out well even though it extends the timeline of the hiring process to the frustration of some Managers. All realize that the cost of delayed hiring in an attempt by HR to constantly raise the bar is one of the reasons why people enjoy their work. Often Active will bring in less experienced people with high potential that fit into the culture. This leads to team members who are often friends socially, and who are committed

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<sup>11</sup> Company Intranet

<sup>12</sup> Professional Services Satisfaction Survey, 2008

to each other and the team's success. In general, people on the Professional Services team have a stronger affiliation with people in their team than they do with the company.

### **3.3 Strengths**

Active has several key strengths that have allowed it to become the “largest global provider of integrated technology solutions, marketing services and online media properties that encourage and enable participation in activities and events” (The Active Network, 2008).

Information from each market was consolidated to compile Active's key strengths. This analysis was conducted with assistance from market General Managers and the Vice President of Strategy. Note that these strengths do not apply equally to each product and market but without them Active would not be as competitive overall.

#### **3.3.1 Market Knowledge and Customer Relationships**

Active has gained a competitive advantage with 25 years of experience in multiple markets. Active was founded in 1998 but one of its acquisitions, Canadian based Class Software, was founded over 25 years ago. Active has broken into new markets due in part to their solid understanding of registration based software and of the participatory business. They understand how to adapt existing software to new markets or niches in which they have little experience because they have years of successes and failures to learn from. They have identified similarities between the majority of their customer base that allow them to demonstrate an understanding of the impact of the software to customer's business. They are experienced enough to know which market differences matter and can find ways to adapt to these market variations.

Active is also able to get away with a product release that doesn't hold up to its usual standards, or other unsatisfactory customer experiences without losing as many customers as

they would have, had they not spent years developing these relationships. Having a track record of great products and services has created customer loyalty that causes their customers to stay with Active because the negative experience is likely viewed as a one-off situation. Additionally, because many customers have made large time and financial investments in the software, the switching costs are often viewed as being high.

### **3.3.2 People**

The majority of people who work at Active are driven and have exceptional values. They have a strong sense of teamwork and go above and beyond for their coworkers and customers. As mentioned previously, the recruiting efforts of the Human Resources team continually attempt to raise the bar with the quality of people they bring in. Many people have strong relationships with customers, and some are entrenched in the market in which they operate. For example, one of Active's employees in the Endurance market is the spokesperson for many televised marathons. Additionally, CEO Dave Alberga is well known in the cycling and triathlon community, as can be seen in an article written about him on [www.slowtwitch.com](http://www.slowtwitch.com), a popular triathlon site<sup>13</sup>. The loyalty that comes with strong relationships based on great staff is difficult to duplicate and one of the reasons why Active is the leader in their industry.

### **3.3.3 Unique Application for each Market**

Active has thirty-five products, with an average of three products fitting into each market. This gives the Sales team multiple options to compete with when meeting the customer's needs. There is often a lower cost and a higher cost option, with varying ranges of functionality to meet the needs of organizations with variable size and complexity. Employees

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<sup>13</sup> <http://www.slowtwitch.com/mainheadings/interview/alberga.html>

can feel confident that most of the time Active will have a product to meet the needs of every market it competes in.<sup>14</sup>

### **3.3.4 Acquisition capability**

When assessing competitors, Active's competitive strategy generally consists of 'compete' or 'acquire' the competition<sup>15</sup>. Having the financial capability to make strategic acquisitions has enabled Active to "enhance its technology, increase market share, obtain top management talent and expand its services into new markets" (Active, 2008). The strong financial backing has supported Active's development through periods of little to no profit<sup>16</sup>.

### **3.3.5 Annuity revenue stream model**

Traditionally, software companies have employed a revenue model in which customers pay a license fee for purchase of software, and a yearly maintenance fee in return for technical support and upgrade services<sup>17</sup>. Several of Active's legacy products employ the license fee model, while recent focus has been dedicated to their annuity revenue stream model, also known as 'Software as a Service' (SAAS). In this transactional revenue model customers are charged a fraction of the dollar value of the total online transaction fee.

As opposed to revenue models in which a customer pays a license fee and annual maintenance fee, Active continues to extract revenue on an ongoing basis from its customer base. The annuity revenue stream model limits the up front (license) revenue that Active sees but over the long term there is a higher potential upside. In a tough economy, this business

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<sup>14</sup> SWOT from Scott Leder

<sup>15</sup> ActiveOrganizationsCompetitiveLandscape.xls, 2008

<sup>16</sup> <http://www.slowtwitch.com/mainheadings/interview/alberga.html>

<sup>17</sup> [http://en.wikipedia.org/wiki/Software\\_as\\_a\\_service](http://en.wikipedia.org/wiki/Software_as_a_service)

model gives Active an advantage over other models as customers are not required to pay high license premiums up front and are able to pass on the transaction cost on to their consumers. Market review documents show that Active believes that there is a major portion of the market that is untapped so the ability to gain more customers and to have existing customers transact more frequently has high potential<sup>18</sup>.

### **3.4 Weaknesses**

#### **3.4.1 Tools and Systems**

When the General Manager of one of Active's most profitable markets (Communities) gathered a group of people from Sales, Support, Consulting, Development, and Marketing together to assess key challenges across different teams in the summer of 2008, lack of tools and systems was the number one weakness that the group believed had the ability to hamper success<sup>19</sup>. The main tools and systems people were referring to were a common CRM system across the company, an Accounting or Finance system and a knowledge base.

Furthermore, in a scalability survey with 45 people, only 4% felt that Active's systems supported the Professional Services team's ability to scale (Appendix B). A system that was frequently requested is a CRM. This system is used across the business to manage customer relationships. Support teams generally use a CRM to access customer information and to log customer requests that come in over email, phone or the web. One employee stated "invest in systems that allow members to know more about the customer at a glance thereby allowing better and faster service". When asked what limits Active's ability to be efficient, another

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<sup>18</sup> The Active Netowkr's Market Report, 2008

<sup>19</sup> Communities Market Overview, The Active Network, August 2008



employee responded “*systems, systems and more systems*. Products that truly support the goal of less implementation and less support needs.” The Vice President of Strategy also noted systems as a top weakness when asked for his opinion<sup>20</sup>. He has an overall view of the company as he is responsible for managing market General Managers and strategic direction for the business.

The overwhelmingly negative response around the systems used at Active has resulted in systems being a major focus of increasing the scalability of the Support team. Combined with research around industry best practices, it is clear that systems are an area hampering Active’s ability to scale. As a CRM’s purpose is to improve the relationship a business has with its customers, and this is a key factor in Active’s competitive strategy, a weakness in this area will affect their ability to succeed in this environment.

### **3.4.2 Investment in Employees**

Active faces two challenges regarding their employees; the first being the perception that many teams are understaffed and the second being that Active does not invest enough in its existing employees. Data for this section was gathered from employees in the Team and Human Resources departments.<sup>21</sup>

#### **3.4.2.1 Understaffed**

Understaffing results in employees operating in reactive mode and often times not able to provide excellent service. A disconnect emerges when a company hires excellent people but creates an environment in which they feel they are not producing excellent results. One Technical Support representative had this to say:

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<sup>20</sup> Vice President of Strategy (October 28<sup>th</sup>, 2008). Do we have an overall SWOT [email to Paula Seabrook][online]

<sup>21</sup> The Active Network: Active Professional Services Survey 2008

“I feel like our team is understaffed, under a lot of stress and we often deal with problems that are beyond our control/resolution. I do think that some of the reason we are having difficulty finding candidates because of the pay. Also, at the present time, we don't have enough time to grow in our careers or contribute to other projects because we are entirely focused on client support requests. Many of our clients who tell us that they are unhappy with the product report that they really like support (when they actually get a chance to speak with us), but not the long turnaround times and the instability of the system. Overall, I feel that Active does not really value people on the support team, especially the Application Specialists. I think the company believes that we are easily replaceable and that our positions are destined to be high turnover and that this outlook is reflected in our pay.”<sup>22</sup>

This theme was common across many employees in the Team. When 190 people in the Professional Services department were surveyed and asked what aspect of their job they are least happy with, 98 people responded and 40% of results were related to investment in employees (Appendix C). Many believe that the volume of work and the subsequent hours worked are a source of stress and turnover. The perception of some employees is that there is an unwritten requirement to work long hours in order to be effective. This is in line with Active's hiring practices. They hire great people who aren't satisfied with less than great results and due to understaffing, employees are not able to live up to their own standards unless they work long days. Underinvestment in employees creates a lost opportunity to develop strong relationships with customers. The risk in having a low cost approach staffing is that high quality employees who are capable of executing on Active's strategy are more likely to leave the organization due to stress, burnout or another job offer. Active does hire competent people, but they do not always set them up for success.

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<sup>22</sup> The Active Network: Professional Services Scalability, September 2008

#### **3.4.2.2 Employee Development**

To provide benchmarks for compensation, Watson Wyatt conducts an Annual Canadian Salary Survey from many different employers in Canada. Page 37 of the HRTG 2008 Salary Survey shows Paid Education (job related) data. The percentage of companies that offer fully paid and/or partially paid education for Professional/Technical employees is 94%. Approximately 59% of 82 British Columbian High Tech respondents completely fund education for their employees (Watson Wyatt, 2008). This data is extremely important as half of the support team resides in the Burnaby office.

There exists a perception that Active does not value education. The risk of underinvestment in employees is increased turnover, decreased development and the perception by people that they are not valued by the company. The Human Resources Department at Active noted “The most requested ‘missing’ benefit on the exit interviews since we implemented the 401k/RRSP is training/education reimbursement.”<sup>23</sup> On the Intranet the Professional Services team lists courses that it will help fund but there is a gap in either the perception of management support for the program or having courses listed that employees are interested in taking.

In the team survey conducted in the summer of 2008, when asked what they dislike most about their job, one employee stated, “The lack of management training programs. I have learned about my team lead role through my 1 on 1 trainings with my manager, but I would like to take part in some company trainings to become more familiar with HR procedures, etc.” (Appendix B).

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<sup>23</sup> HR Generalist, October 28, 2008 [Best Practices in Training & Development][Online]

The summary of responses can be found in Table 4 below. On a 10 point scale, with 10 being highly satisfied, less than 20% of the 124 respondents on the Team chose 9 or higher but the average score was 7/10. It appears that this team is doing an above average job with training when compared to the rest of the company.

**Table 4 - Survey Results**

3. Please express your satisfaction in the areas below:													
	Very Low	2	3	4	5	6	7	8	9	Very High	N/A	Rating Average	Response Count
How satisfied are you with the new hire training?	2.4% (3)	2.4% (3)	1.6% (2)	8.9% (11)	10.5% (13)	13.7% (17)	24.2% (30)	14.5% (18)	5.6% (7)	5.6% (7)	10.5% (13)	6.42	124
How satisfied are you with the training you receive now?	1.6% (2)	2.4% (3)	4.8% (6)	4.0% (5)	13.7% (17)	15.3% (19)	19.4% (24)	14.5% (18)	11.3% (14)	4.0% (5)	8.9% (11)	6.49	124

### 3.4.3 IT Capacity

In speaking with people in the company and receiving confirmation from the Vice President of Strategy, it is clear that the IT department at Active is understaffed and does not have processes and infrastructure to support the growing company. The Vice President of Technology recently attended a meeting with Professional Services Managers where he communicated that it would take approximately one year to resolve this situation. They are working hard to increase their team size and develop infrastructure required to improve service levels and quality of both internal and external systems.

In the meantime, employees are forced to deal with unacceptable response times for simple requests. For example, one employee waited 2 weeks for a login for an internal system and had to escalate it to the Senior Director to get a response. She wasted hours following up and lost productivity as a result. Additionally, the Professional Services team sometimes deals with embarrassing customer facing situations, such as when a hosted customer's site goes down

because of an issue on the server that was not caught when it should have been. The lack of confidence in the IT department has also affected business decisions. For example, when considering whether to implement a new system, there is concern about IT's ability to support the project.

#### **3.4.4 Lack of Focus**

Maintaining 35 products, as well as many projects to support organizational objectives, results in competing demands on both time and capital. Active is mainly a differentiator but it also strives to be low cost and they have not committed to either strategy. As noted earlier, Active may be experiencing the circumstance known as 'stuck in the middle' by which they are not clearly pursuing a single competitive strategy. The relevance to Active is that differentiation requires investment, and if they are unwilling to focus on a differentiation strategy, the lack of clear direction could result in failure to see the profit they are looking for. Resources are relatively finite so when Active starts a new project, it must divert staff or capital away from other endeavors. This has caused issues with projects being of lower than desired quality and sometimes with insufficient investment to ensure successful completion. Additionally, between teams there are conflicting priorities. For example, within the Sales team there is pressure to increase market share and revenue, while in Professional Services they strive to reach profit margin targets. Consequently, the Team is not staffed to provide support and consulting services to non profitable customers that come on board. This has created challenges with minimum revenue targets that customers need to reach in order to receive post sales services. Some customers are forced to set up the software themselves and this is often problematic for the Team, who often spends time redoing the implementation.

### 3.4.5 Summary

A summary of Active's strengths and weaknesses can be found in Table 5 below:

**Table 5 - Strengths and Weaknesses**

Key Strengths	Key Weaknesses
Market Knowledge / Customer Relationships	Tools and Systems
Great People	Investment in Employees
Unique Application for each Market	IT Staffing
Acquisition capability	Lack of Focus
Annuity revenue stream model	

## **4 ORGANIZATIONAL CHALLENGES TO SCALABILITY**

### **4.1 Integrating Acquisitions**

Since 2007 the Active Network has made 11 acquisitions, resulting in the company competing in ten markets with approximately thirty-five products<sup>24</sup>. This contributes to challenges in bringing different Support teams together. There are about 200 people in the department but they are not able to utilize economies of scale at this point because many teams are operating independently. There are differences in communication styles, processes and leadership that create challenges working as a unit. These factors result in duplication of effort, for example in creating a process to deal with and escalate issues with remittance that need to go to the Accounting Department. Because people have not been brought on to use a single CRM or phone system, there is a deficiency in cross training that has the potential to better balance the teams over peak periods.

The team has made some headway in this area by starting a bi-weekly leadership meeting with all Managers in the department, and they have found many ways to better utilize each other's experience and reduce the duplication of effort.

### **4.2 Products**

Implementing and supporting thirty-five products, often with several products within the same market and having similar features, is one of the largest factors inhibiting the Team from being scalable. This feeling is shared by many, including the Senior Vice President at Active in a conversation we had in November 2008. The Professional Services team is required to hire

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<sup>24</sup> Tech Crunch (2008) Mark Hendrickson, *ESPN Helps The Active Network Raise \$80 Million More*. Retrieved on September 3<sup>rd</sup> from <http://www.techcrunch.com/2008/08/27/espn-helps-the-active-network-raise-80-million-more/>

staff, create training material, provide communication to customers for new releases, be the last step in quality assurance (QA) testing, have a phone queue, and have experts in each product. Consider training material and documentation as an illustration of why this is not scalable. Each time there is a new product release the team is required to update their manuals, help files and other documentation. One product can have hundreds of pages in its manual, taking weeks to create and update. On average there are two releases each year per product, and it takes an average of two weeks to update documentation with a new release. This means that the team is required to spend the equivalent of sixty weeks per year updating documentation. Active's revenue is not greater because they have multiple products. Using the Golf market as an example, there are three products to service one customer base. The products have different strengths and there is no clear winner, so Active continues to support all three.

This project will not focus on product challenges because there is a long term plan to address this. The consolidation of thirty-five products will happen over the next five years with the creation of Foundations, which will have a common framework with modules that will replace the current product lines to meet the different needs of each customer base. Different markets will be transitioned to Foundations as it is ready and the order that functionality will be built into the product is based on current pain and potential profit from consolidation.

### **4.3 Margin Pressure**

In order to be able to recognize increasing return on profit from growth in sales, the team needs to determine ways to be able to service an increasing customer base without increasing staff proportionately. In the 2009 budget planning session, the executives requested that the PS team determine ways to keep the number of staff flat while serving a growing customer base. With recently growing concerns about the economy, in order to be prudent,



Active and many other companies including Adidas<sup>25</sup> and Google<sup>26</sup> felt a hiring freeze was necessary in the 4<sup>th</sup> quarter of 2008. Executives want to conservatively manage spending while they understand the impact the downturn in the economy will have on revenue forecasts. That means there will be increasing pressure on all business units at Active to find creative ways to control costs.

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<sup>25</sup> <http://www.oregonlive.com/business/oregonian/index.ssf?/base/business/1224905106155260.xml&coll=7>

<sup>26</sup> <http://searchengineland.com/google-institutes-unofficial-hiring-freeze-15371.php>

## **5 CHALLENGES FACING THE DEPARTMENT**

### **5.1 Processes**

With different groups coming together, there are unique methods of accomplishing similar objectives. Between the teams there are differences in volume, complexity, pricing and systems. In addition, teams are in different stages of growth and as a result some have more mature processes and structure in place than others. Because of these differences, there is not a ‘one size fits all’ solution that can be applied uniformly across the department. Standardization in the Professional Services department then has two meanings, with the first being developing consistent and repeatable processes within teams, but also standardizing across the department.

In order to scale, Active cannot rely on the heroic efforts of individuals to move the business forward. They need to create sound methodologies and ensure they are clearly communicated and embedded in the team. This will allow the team to better ramp up new hires and deliver high quality results consistently, which should improve the quality of service that Active delivers to its customers. In talking to people on the Support team, the three main challenges with processes are that they are out of date or not documented, scattered and inconsistent.

The list below is not complete but does highlight some of the most important processes to the department that were used as examples for my research:

Completed Orders

Sales Handover

Handoff from Consulting to Support

Hot fix release process

## Upgrade Process

### Process for entering bugs

#### **5.1.1 Out of Date:**

When people cannot trust that documentation on processes is up to date, it may as well not exist. On the corporate website, the return material authorization (RMA) is completely outdated. Someone took the time to document the process and put it online, but due to lack of ownership, priorities and time constraints, no one has updated it. When Managers on different teams were asked why there are processes that are out of date, the number one response received is that people are so busy that documenting processes falls to the bottom of the priority list. Below is a response provided by a Support Team Lead to a question about why the RMA process is out of date:

“I’m guessing it’s because everyone thinks it’s just a simple process that they already know and so doesn’t need to be documented. What we do is,

Make sure it’s a hardware problem.

Pass it on to the 3<sup>rd</sup> party hardware guy.

This may seem simple, but there are additional factors to keep in mind such as the requirements by the hardware manufacturer before we can process an RMA and questions about loaners. Too much knowledge within Active falls into this category. The process is too small to document so no one bothers. This forces new staff to learn by asking their coworkers. Everyone thinks this is normal too, since they are always encouraged to ask and answer questions to help each other out. Much knowledge in the support department is passed on by word of mouth.

It's what we're used to and is something that definitely needs to change" (Support Team Lead, 2008).

The perception by the team that certain processes are not very important leads to a lack of documentation, resulting in more time being taken up with conversations about these processes. It is impossible to measure the time wasted by improper procedures but estimates provided from one team indicate that each person probably spends between 30-60 minutes each day on process related work that could be eliminated with a proper model.

### **5.1.2 Scattered**

When processes exist in one team, that knowledge is not always clear to people on that team. This is in part because some teams do not have a definitive place to store information about processes. Information is scattered on network shares, local PCs, the intranet and sometimes are not documented at all. There are challenges because different offices have access to different network shares, and access to modifying the corporate intranet is limited to a few individuals so front line employees often create their own repositories. This results in inconsistencies in how the team handles different situations and the same process document being created multiple times because people do not know it already exists.

### **5.1.3 Inconsistent**

The Team experiences difficulty communicating its process to the rest of the company in part because processes differ between teams. There are different standards and processes for many of the inputs and outputs from the Team to other departments. This leaves them with more processes to document, update, communicate and enforce. This situation exists because the team has only been integrated for one year, and different teams had their own way of doing things before the integration. Since the integration, there have been some efforts to unify

processes but this is not the norm. One example is with the process for transitioning customers from Sales to Support. There is important information that must be transferred from the person who sold the software to the person who will implement the software. There is a different set of steps to follow and different documents for Sales people to submit before the handoff is complete. For the many people who operate across different markets, this can be cumbersome and confusing. One Professional Services group experienced 90% of all Sales handoff forms being filled out incorrectly. They sent the forms back to Sales with an explanation of what needed to be updated and then received the form back. This resulted in an average of one hour of extra time being spent per customer on these documents.

## **5.2 Systems:**

After extensive research on the operations of the Professional Services team, I have learned that many of the challenges it faces could be resolved with better systems, including some of the process issues described earlier. Systems is a core driver of scalability within the Support team and requires a long term solution, processes to support effective use of technology, metrics to measure performance and proper incentive plans to drive the right behavior.

### **5.2.1 Phone Systems**

Currently, the team has three different phone systems. The San Diego and Burnaby offices are on the same system, the Bothell office is on its own system, and the Poway office also has a unique system. The factor that limits scalability as a result is the inability of the team to cross train and help each other when needed. Additionally, two of the three systems cannot provide metrics such as talk time per call, average wait times or abandonment rate.

#### **5.2.1.1 ACD**

An automated call distributor (ACD) that provides all of the data that is required to create an accurate forecast of expected volume by season, month, week, day and half hour intervals. Additionally, it provides average handle time, average speed of answer as well as many other metrics<sup>27</sup>. Without this solid historical data, staffing forecasts are a shot in the dark, and two of the offices (Bothell and Poway) are without one. Implementing an ACD would provide immediate efficiencies as well as the data required to provide accurate staffing requirements, efficiency performance measurement and tracking, as well as improved quality of service. Additionally, an ACD will provide basic call center functionality such as route to first available, skills based routing, customer hold music, agent visibility to number of customers on hold and longest caller holding.

#### **5.2.2 CRM**

The Team currently uses six different CRMs. This is a result of acquisitions and not having a best in class solution that could be rolled out to other teams. Furthermore, the Professional Services side of the business uses different systems than the Sales side of the business, resulting in additional inefficiencies.

The following section outlines some of the key costs and opportunities for creating a better profit margin by implementing a single CRM system.

##### **5.2.2.1 Accuracy of information:**

If a customer owns more than one product, they are most definitely in more than one system. As a result there are inconsistencies in information across systems. When a Technical

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<sup>27</sup> <http://www.communicationsdiversified.com/products/telephony/callcenter/>

Support Analyst is speaking with a customer and updates their address, that information is not updated across other systems, resulting in out of date information.

There is not a process to ensure data is being updated in the different systems.

#### **5.2.2.2 Ability to Generate Metrics**

With so many systems, there is not an easy way to collect and present information about how the team is performing. There is a monthly meeting in which the team must present to the Executives information such as the number of support cases submitted and the number of cases that were closed within standard (see Appendix H for an example). It currently takes about eight hours each month to gather and format this information, and there is still one team that is not included because they do not use a CRM. The metrics Active is currently able to capture can be seen in Table 6 below. There is a significant gap in the metrics that Active can generate between teams making it difficult to set and measure common objectives.

**Table 6 - Available Metrics**

<b>Metric</b>	<b>Epicor</b>	<b>The Brain</b>	<b>Stacie</b>	<b>Outlook/CRM</b>
Total new tickets	Yes, report	Yes, query	Yes, query	Yes, manual
Total new tickets/tech	Yes, report	No	Yes, query	Yes, manual
Total tickets closed	Yes, report	Yes, query	Yes	Yes, manual
Total tickets closed/tech	Yes, report	No	Yes	Yes, manual
Avg days to close	Yes, report	No	No	No
Closed First Contact %	Yes, report	No	No	No
Outstanding tickets	Yes, report	Yes	Yes	Yes

#### **5.2.2.3 Time to Resolve Issues**

A CRM that allows Technical Analysts to have customer information at their fingertips will decrease the amount of time required to work on each issue. Currently, some teams do not

use a CRM so they do not always have an accurate history of support related activity on the account so they are required to do manual research such as talking to their peers about the customer's history. If transactions or problem resolutions are quicker, Active will need fewer headcount to handle them. Active has also found that customers appreciate quick answers to their questions. If customers are waiting to hear back from the Support team on an issue perceived as being important, customer satisfaction decreases.

#### **5.2.2.4 Reducing Manual Tasks**

There are times when Support needs to contact an entire group of customers from one market or product to inform them about information such as a new release, a problem on with a hosted solution, or to send them an NPS survey. Currently customer lists are unreliable because they are stored in multiple locations and have duplicates in different systems. The team recently sent out an NPS survey to the entire customer base and it took about three weeks of someone's time to figure out where to get the information, gather it and scrub it for accuracy. This highly skilled person was taken out of his regular job to complete this task. If Active had a unified CRM across the department for all markets they could have automated this tedious task thereby reducing our human resource cost. Additionally, they would have had more accurate customer information.

#### **5.2.2.5 Ability to Augment Revenue through Customer Satisfaction and Loyalty**

One of the benefits to having a CRM is improving the ability to service customers. A CRM product can increase customer satisfaction and loyalty, which can be translated into increased revenue from the customer base.

Some of the ways that a unified CRM system can be translated into higher customer satisfaction are:



Customers do not have to repeat their information each time they call, resulting in less frustration to the customer base

Technical Support staff has better access to customer information and are more likely to resolve the customer's issue faster. They will not have to put the customer on hold for as long to do background research on the customer's system or issue. The time to resolve issues is often the most important factor in customer satisfaction<sup>28</sup>.

If customers are happy with the service they receive, they are more loyal and open to increasing their business with you<sup>29</sup>. Being without a single view of the customer affects the Support team's ability to provide excellent service to a customer because they are not aware of all factors which may be important, for example past customer service experiences and other products that the customer owns<sup>30</sup>. The perception of technical support by customers is important to loyalty as this team often has the most interaction with the customer base and is the greatest influencer of customer opinion of the business.

Loyal customers are also one of the best references for potential customers and consequently are a powerful marketing tool. Active has found that they have lost deals due to unfavorable references in the past, and in the industry in which they operate, many customers within a market have personal relationships. The impact of positive customer experiences with the Support team has a major impact on their overall perception of Active and their willingness to recommend Active to their peers. Customer intimacy is one of the key success factors for competing, so investing in a company-wide CRM that could improve Active's relationships with its customer base is in line with Active's strategy.

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<sup>28</sup> <http://asponline.com/forum122.html>

<sup>29</sup> [http://www.customerfocusconsult.com/articles/articles\\_template.asp?ID=3](http://www.customerfocusconsult.com/articles/articles_template.asp?ID=3)

<sup>30</sup> [http://www.sun.com/software/whitepapers/soa/soa\\_single\\_customer.pdf](http://www.sun.com/software/whitepapers/soa/soa_single_customer.pdf)

Support personnel often gain insight during conversations with customers that could lead to intelligent prospecting being passed on to the Sales team from Support. Currently when a Support team in one product learns information that should be passed on to a Salesperson they usually do not take advantage of this opportunity because there is no system or process to easily enable the transfer of knowledge to happen.

#### **5.2.2.6 Other Benefits of a CRM**

As this analysis is focused on the service side of the business a detailed outline of the many benefits to other departments in having a single CRM is not described. One of the benefits to the Sales team of having a single CRM is reduced sales cycles, leading to more customers and the ability to recognize revenue faster. Another benefit is the reduction in inefficient sales efforts by having customer information at their fingertips, such as the credit status of all contacts.

As documented in Figure 3 below, there are many other intangible benefits of a CRM, with the most prevalent being improved efficiency. Increasing efficiency will allow Active to spend more time on activities that are in line with their corporate strategy. Additionally, there is a perception by many at Active that many employees feel overworked so increasing efficiency would have the potential benefit of reducing burnout related turnover. An IDC study in 2004 showed that having a CRM allowed companies greater insight into their businesses from the information made available from the CRM. This insight facilitated greater focus on profitable areas and a better understanding of where time was being spent on less profitable business<sup>31</sup>.

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<sup>31</sup> [http://www.wintouch.com/pdfs/Why\\_CRM.pdf](http://www.wintouch.com/pdfs/Why_CRM.pdf)

**Figure 3 - CRM Benefits**

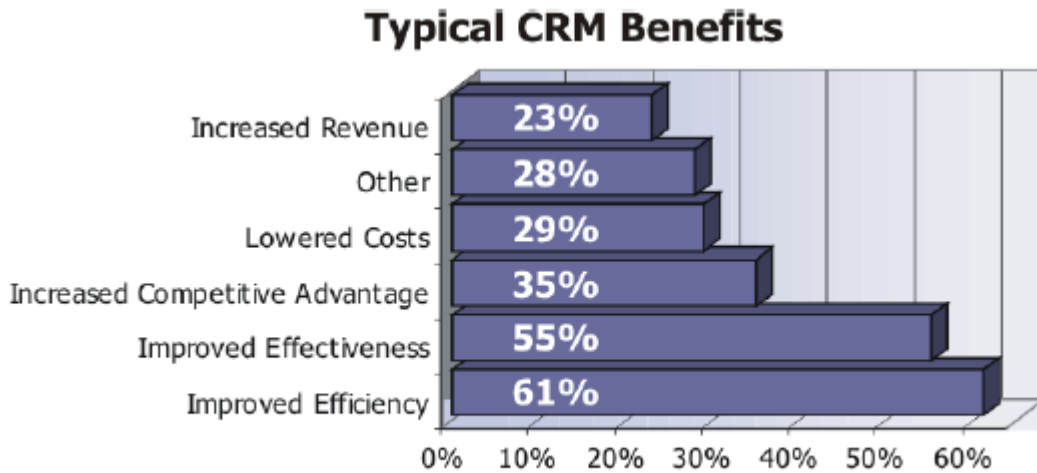


Figure 3: Source: Gartner, Inc., December 2003

### **5.2.3 Knowledge Base**

The Support team receives the same question many times, and different Support Analysts provide the same solution. They spend time finding the answer over and over, which is not an efficient use of time. If they had a searchable knowledge base that people could use to create definitive answers to questions, they would not only save time, they would also increase the consistency and quality of service.

The Camps market is the only team that is using software to manage their information in a central location. They are currently using Wiki and a software package called Toolbox to support staff internally. Unfortunately, these tools need to be updated separately. All other markets use a range of disparate methods of storing information; with information scattered across different network locations, on the Intractive website and in various CRMs.

The three main reasons to implement a knowledge base are:

Case deflection/self service

Consistent accurate answers

Faster resolution time

#### **5.2.3.1 Case Deflection**

In order to be scalable, the Support team needs to reduce the time they spend directly interfacing with customers and researching issues. Most Support teams do not currently have an online repository of information to direct customers to. As a result, customers phone Support when they need help. Self service measures are not built into the products that they support. The few teams that do have content on the web do not have a means to measure the effectiveness of this content as there are no metrics available. Additionally, the team lacks processes around this content so the style, content and updating is ad-hoc. An analysis of online usage can be found in Appendix I. Driving business to the web will require unique consideration for each product as the demographics and preferences vary among customers.

Generally, there are two reasons customers contact support, with the first being ‘how to’ type questions and the second being when something is wrong with their system. For the former, this is where we have the most to gain. The ratios vary by product but an average for the department is that about 50% of questions fall into the ‘how to’ category. If the Support team was able to deflect some of those calls by making it feasible for customers to find their own solutions, they would see a significant reduction in the number of Technical Analysts needed. This would be especially valuable for teams that experience the pain of seasonality with their customer base. Instead of waiting on hold for four hours, a customer in the Educate market phoning in August could potentially find their solution online in minutes. The company knows that they have lost customers by not effectively managing fluctuations in workload. Customers are extremely dissatisfied when they wait on hold for extended periods or do not hear back on a question for weeks on end, which is the case with the Educate team this past

summer. Case deflection would enable customers to find their own solutions as an alternative to waiting, which will inherently decrease wait times. Ideally, the end result is that Technical Analysts would be spending their time on problems that have not been solved many times before and the common questions would not need to have a time investment by staff.

Active has its own knowledge base solution titled Active Content Manager (ACM). It was developed in part to compliment a program for the Government market called Active Citizen Response (ACR). A list of features for ACM can be found in Appendix J. This should be considered along with third party vendor solutions if Active chooses to implement a knowledge base. One of the main benefits of ACM is that it can be integrated with a CRM.

#### **5.2.3.2 Consistent Accurate Answers**

One of the complaints the Support department has received is that customers get a different quality of answer depending on the Technical Analyst they deal with. This is understandable considering the different experience and skill levels within each support team. With many questions there is more than one way to solve the problem, but the experience and expertise of senior team members can usually allow them to identify the ‘best’ solution. A knowledge base will allow each team to share information and easily search for previous questions and answers from customers. A knowledge base allows a team to publish a definitive answer to a question or problem. This answer can be checked by a qualified resource on the team so that other team members and customers can have confidence in the result.

### 5.2.3.3 Faster Resolution Times

This is perhaps one of the most obvious benefits of a knowledge base. The ability to rely on answers previously tested and verified by peers allows Technical Analysts to quickly do a keyword search for a problem and find the answer within seconds. They do not have to spend minutes or hours testing a solution or ‘reinventing the wheel’. This frees them up to take new customer queries faster, which will decrease wait times, days to close an issue, increase customer satisfaction and potentially allow a team to be successful with less resources. The latter point will depend on the current status of the team. At Active five out of six of the support teams felt that they were short staffed, so in this environment, a knowledge base will most likely not result in decreased staffing levels initially<sup>32</sup>.

Currently most teams have a closed first contact rate of around 70%. If a knowledge base typically improves this metric by 20%, that means that less calls need to be escalated to Tier 2 resources<sup>33</sup>. This group of senior staff has a higher cost than first tier employees, so Active will be able to enable the senior group to be spending their time on complex tasks or red

## 5.3 Metrics

Metrics will allow Managers to quantify the level of service that they are providing. Key Performance Indicators (KPIs) are the metrics that can tell the business how they are performing in relation to corporate objectives. The Support team has a significant influence over Active’s success in developing strong customer relationships. When Active identifies a metric that affects customer satisfaction (such as ‘days to close’ a customer request), having the

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<sup>32</sup> Professional Services Survey

<sup>33</sup>

<http://www.thinkhdi.com/resources/whitePapers/publicDownload/files/GettingStartedKCS.pdf>

ability to track, and therefore improve the results of this metric, should enrich Active's customer intimacy.

Recently, when Support Managers at Active were determining the metrics they should gather, they considered the objectives they want the metrics to help measure. Based on industry best practices and past customer feedback about which service levels matter to them, the four main categories Active wishes to use metrics for are customer loyalty, effectiveness, efficiency and workforce management. They can determine which metrics should be gathered to measure team and individual performance based on these objectives.

### **5.3.1 Customer Loyalty**

It has always been difficult for companies to measure the costs and benefits associated with different levels of customer service. We know that the quality of service affects referrals, customer retention and the amount of business that customers conduct with the company, but the exact impact to profit margins is unknown.

Active wants to ensure that services are meeting customer expectations. The Net Promoter Score (NPS) is a measurement of the loyalty of a company's customer base and Active is launching the survey at the end of 2008. The NPS score is derived through a short survey in which customers rate how likely they are to recommend Active's products and/or services on a scale from 1 to 10. Customers who provide ratings of 9 or 10 are considered "Promoters", 7 or 8 are considered "Passives" and 6 or below are considered "Detractors". The 
$$NPS = \% \text{ Promoters} - \% \text{ Detractors}.$$

The NPS has been effectively used in many organizations such as GE, IBM, Logitech, and Sage Software to gauge customer loyalty and company performance<sup>34</sup>. The program and its results are to be used to show exactly where strengths and problems exist and to help prioritize investments because it connects company growth and performance directly to customer response. It is more than just a score.

By using the NPS effectively, Active can quickly and easily see what they are doing well and not doing well in the eyes of the customer, and take immediate action to build on strong points and correct weaknesses. That immediate action will translate into increased growth through an increase in the number of happy, reference-able customers, and a new level of awareness and accountability within the employee base.

Active does not have extensive experience with NPS so they are sending the NPS Project Manager to a conference in January 2009 (see Appendix K for conference expectations).

### **5.3.2 Effectiveness**

Metrics cannot always direct Active to the root cause of an issue but they are effective at pointing out when there is a problem. The benefit of being alerted to a decline in effectiveness is that it provides reason to search for root cause. Some measures of effectiveness are closed first contact, time to resolve, and customer satisfaction.

The cause of a decrease in the number of cases that are closed first contact could be that the product is getting more complicated, has more bugs, or that staff is not trained properly. Further analysis is required to get to the source but metrics should be used to alert the business to potential problems.

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<sup>34</sup> <http://www.netpromoter.com/success-stories/index.php>



### **5.3.3 Efficiency**

When Active establishes benchmarks for KPIs they will gain visibility into problem areas that are resulting in time being spent inefficiently. This will help with business decisions such as which products need to be made more user friendly (number of ‘how to’ type questions) or have more QA before they are released (percent or number of cases escalated to the Product Group). They will also be able to gain insight into which teams require more training (time to resolve) and which teams are short staffed (hold times). Measuring efficiency could ultimately cause Active to ‘end of life’ products that are clearly unprofitable (cost per incident). Perhaps counter-intuitive but still valuable is having metrics that point to inappropriate staffing levels. For example, if a hold time is averaging 60 seconds but we know that customers do not start to get unhappy until they wait more than 5 minutes, it could be that diverting the number of staff on that team to a team with higher wait times will result in cost savings without reducing revenue.

### **5.3.4 Workforce Management**

Having a handle on which metrics are important to the business and being able to track success rates at any time in relation to those metrics creates an opportunity to accurately incent employees to generate the metrics desired. Being able to hold employees accountable for the quantity and quality of work they produce will empower Managers to better performance manage employees. Metrics such as the number of cases resolved per day, average customer satisfaction rating and talk time per call will provide coaching opportunities to discuss performance with quantifiable data to support the development of staff.

The Team will also be able to link metrics to corporate objectives. Studies show that increasing employee understanding of how their efforts contribute to the company’s overall

success increases their engagement. In a paper titled ‘Employee Engagement Report 2008’ published in April 2008, researchers found that ‘clarity about what the organization needs me to do and why’ was the top gap seen from employees with lower contribution levels (Blessing White, 2008). Defining and communicating goals is obviously an important step here, but metrics allow the company to measure performance against these goals, thereby providing clarity to staff around how they contribute to the business’ success.

Encouraging the desirable behavior from staff gives them an opportunity to be engaged and involved in the team’s success, which should decrease attrition and also lends itself to improved service levels. Without the ability to measure performance on metrics, the business is in effect operating in a black hole, or at best, on gut instinct.

#### **5.3.5 Metrics Summary**

Using the knowledge learned from past experience and best practices from Help Desk International and Association of Support Professionals, Table 7 below illustrates the metrics the Support teams should capture to better understand their performance in relation to customer loyalty, effectiveness, efficiency and workforce management.

Table 7 - Metrics

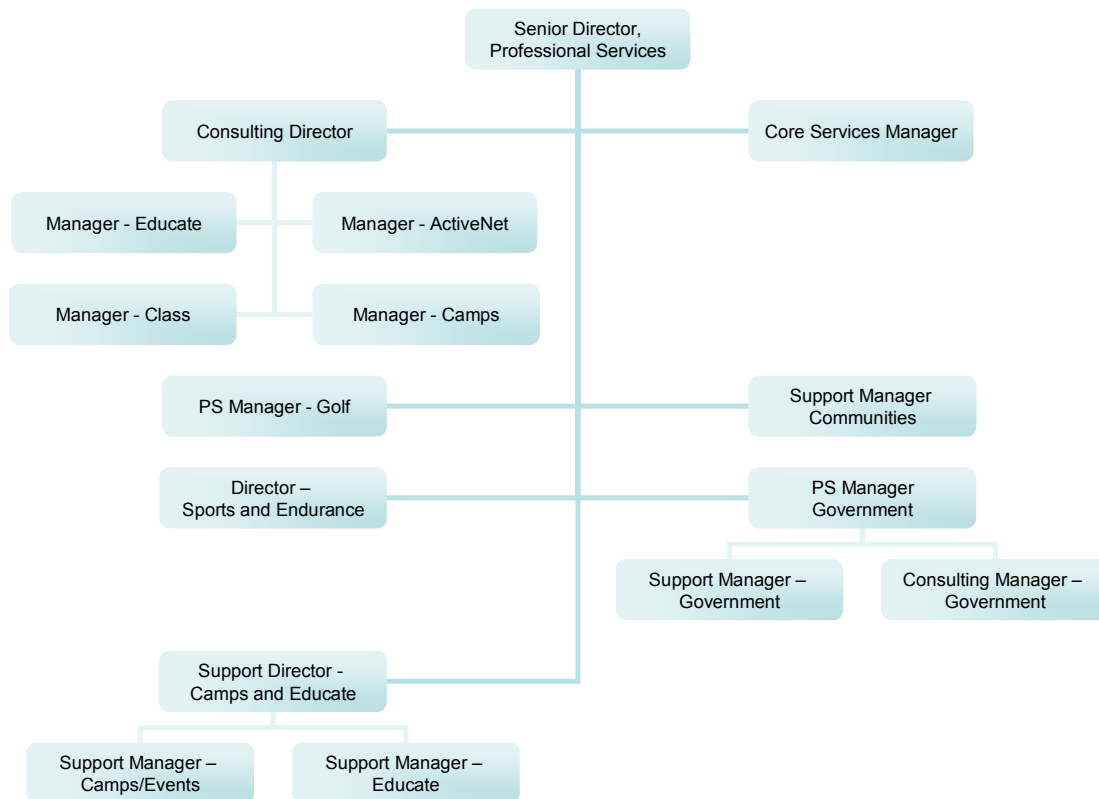
METRIC	WHAT IT TELLS US	INDUSTRY STANDARD
Avg Time to Answer (ASA)	How long customers are waiting to talk to a tech; analysis needed to determine reasons for long wait time	World Class - 80% within 30 seconds Industry Standard - 75% within 60 seconds
Abandonment Rate	Percentage of customers who hang up before speaking to a tech	World Class 1-3% Industry standard - 5.5%
Total tickets entered	How busy was the team? Is workload over/under team capacity?	n/a
Closed First Call %	How many tickets are closed on first contact (higher is better)	Depends on product
Average Days to Close	How long is it taking before customers get an answer to tickets not closed first call?	SLA's must be determined by organization
% of Tickets Closed within Standards	How many tickets are being resolved within the service level expectations we have set with customers?	World Class - 85% Industry Average - 55%
Renewal Rate	How many customers are renewing their contracts with us? If low, may point to unhappiness with Support	95%?
# of Unresolved Tickets	Shows current workload - volume of tickets we still need to resolve	n/a
Call Type Breakdown	Tells us how many tickets we get of a certain type i.e. a high % of 'bug' types would tell us we had a product quality issue	n/a
Customer Loyalty	% of customers in survey sample that would 'promote' us (raving fans)	NPS 'good' score is 20% +

## 5.4 Organizational Structure

The company has a matrix structure which is based on the market and function in which teams operate. First and foremost, Professional Services is a team because they provide the function of post sales service. Depending on the team, they are either broken down next by

function (support or consulting) or product supported. Depending on product complexity, they cross train people on several products when possible. A simplified team structure is below in Figure 4.

**Figure 4 – Professional Services Structure**



The skill set between people who provide technical support is quite similar, as it is with people who provide Consulting services. Currently they have Consultants providing support when the support team is short resources when the Consultant knows the product. Product knowledge is sometimes the only qualification used to switch people between support and consulting functions. The problem with this is that they are not intimately familiar with the

processes and systems the other group uses so the quality of service is not consistent when they utilize cross functional resources. The follow up with a customer has not always been adequate when a Support member completes a Consulting engagement, and the notes entered into the CRM by Consultants are often lacking in detail<sup>35</sup>. Additionally the skill set required for Consulting is different than for Support.

The challenge the Team faces with completely splitting these groups is that some teams have extreme peak times, and because it is not economical to staff for the peak season, the team switches people with the same product knowledge between Consulting and Support when the peak times of each are offset.

## **5.5 Seasonality – Focus on Camps Market**

Many Support teams experience fluctuations in call volume. The two extremes are with the Camps and Educate teams, who both experience high volume in the summer. The analysis below is focused on the Camps market but findings can be applied to the Educate market as well.

The primary challenge with hiring for the support team is dealing with the seasonal nature of the business which drives high volumes from April/March through July. Staffing to the peak season headcount requirement year round is expensive for the company. However, not having the appropriate number of resources drives both client and employee dissatisfaction due to long hold times and high workload. The end result is a loss of revenue due to client churn, employee churn due to stress and burn out, and the cost of recruiting and training versus retention. There were also increased costs due to paying employees to work overtime (approximately \$15,000 last season) to deal with the case volume.

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<sup>35</sup> I just know this because I've seen it so how do I source

## **6 RECOMMENDATIONS AND IMPLEMENTATION:**

It is necessary to look at the Support team holistically to determine recommendations that will allow it to be more profitable. The Team has communicated that its goal is to provide excellent customer service while minimizing costs. The recommendations below take into consideration the interconnectedness of operations, challenges and solutions and the result is a model of Support that promotes scalability.

To arrive at the right model for support, different options were analyzed and compared. Two options that were considered are ‘Product Specialist Authoring’ in which Tier 2 or Tier 3 staff author all content, and ‘Content Team Authoring’ in which a dedicated team of technical writers is responsible for content creation. Product Specialist Authoring will result in improved product quality but will have minimum success deflecting cases. Content team authoring was not chosen as the optimal model for Active because of its large staffing requirements to make up the dedicated content authoring team and its inferior ability to deal with complex cases. Refer to Appendix L for further detail.

The third option that was considered for Active is Knowledge Centered Support. Due to the inferiority of the other two models in comparison to KCS to achieve Active’s objectives, KCS was chosen as the preferred option as it is better able to reduce overall costs, deflect case volume and increase efficiency. A detailed look at KCS is below.

### **6.1 Knowledge Centered Support**

The primary role of the Support teams at Active is to provide answers to customer questions. When a customer contacts Support they receive a solution to their question. That solution represents both product specific information that helps the customer, as well as knowledge gained by the Support organization. Managing these solutions in a way that allows

the business to capture, develop and reuse solutions is necessary for Active to have a scalable Support team. In other words, content is king and the objective is to leverage the content so they do not spend time (money) recreating these solutions.

The Consortium for Service innovation (CSI) is a group comprised of over 70 support organizations that strive to find innovative solutions to meet the needs of the Support industry<sup>36</sup>. They have extensive knowledge of best practices within this industry. HDI and many others are proponents of using a Knowledge Centered Support (KCS) approach to achieve what is required in most Support organizations, including Active: do more with less.

According to CSI, organizations must change their paradigms from viewing support as a call centric transaction model to a knowledge centric, relationship model. Because most support organizations report that 60%-90% of problems have been solved before, creating a ‘collective memory’ can add tremendous value<sup>37</sup>. The support teams at Active are no different.

Knowledge Centered Support is accepted in the industry for being the most influential catalyst for reducing costs and improving the quality of support an organization provides. Reusing solutions is the key to reducing speed to close an issue. In order to successfully transition to a KCS model, systems and processes must be in place. The next sections detail the requirements that Active must implement in order to successfully roll out KCS.

#### **6.1.1 Knowledge Management System (Knowledge base)**

A knowledge management system must be in place to allow teams to capture, develop and reuse support knowledge (Center for Service Innovation, 2005). The Support team analyzed

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<sup>36</sup>

<http://www.thinkhdi.com/resources/whitePapers/publicDownload/files/GettingStartedKCS.pdf>

<sup>37</sup> [http://serviceinnovation.org/included/docs/library/programs/KCS\\_OpModel\\_V3.7.pdf](http://serviceinnovation.org/included/docs/library/programs/KCS_OpModel_V3.7.pdf)

the potential return on investment (ROI) of a knowledge base and the results can be seen in the Table 8 below:

**Table 8 - ROI for Knowledge Base**

<b>ROI Knowledge Base</b>	Year 1	Year 2	Year 3	Year 4	Year 5
Total Yearly Volume (15% Yearly Increase)	50600	58190	66919	76956	88500
15%					
Total Analysts Required (Base)	18	21	24	27	31
Total Analyst Capacity (Base)	51480	60060	68640	77220	88660
Total Support Cost (Base)	\$ 1,393,332.75	\$ 1,546,906.88	\$ 1,700,481.00	\$ 1,854,055.13	\$ 2,058,820.63
Cost Per Incident (Base)	\$ 27.54	\$ 26.58	\$ 25.41	\$ 24.09	\$ 23.26
Total Analysts Required (After KCS Maturity)	16	17	20	23	26
Total Analyst Capacity (After KCS Maturity)	54912	58344	68640	78936	89232
Total Support Cost (After KCS Maturity)	\$ 1,290,950.00	\$ 1,342,141.38	\$ 1,495,715.50	\$ 1,649,289.63	\$ 1,802,863.75
Cost Per Incident (After KCS Maturity)	\$ 25.51	\$ 23.06	\$ 22.35	\$ 21.43	\$ 20.37
Cost Savings per Year	\$ 102,382.75	\$ 204,765.50	\$ 204,765.50	\$ 204,765.50	\$ 255,956.88
Total Cost Savings	\$ 102,382.75	\$ 307,148.25	\$ 511,913.75	\$ 716,679.25	\$ 972,636.13
ROI	1%	203%	406%	608%	861%

The ROI above was for the Communities Market only and shows a cost savings of almost one million dollars after five years. The Team is manually gathering data on other markets and expects similar ROI across the department, resulting in a cost savings of about six million dollars after five years.

A knowledge base integrates the knowledge of one individual with the knowledge of the entire Support team, allowing everyone to use the information learned by one. The technology chosen and the implementation of a knowledge base should be executed with KCS in mind. Some of the factors that need to be considered for implementation are discussed below.



In keeping true to the KCS belief of reusing the learning of others, Active should not start at the beginning to implement a knowledge base, but instead should leverage the best practices established by experience of others.

Considering Active's objectives of doing more with less while also providing better support for customers, KCS best practices dictate that the team requires sponsorship from someone in the company who is responsible for customer satisfaction (Joslin, 2005). As Active has a Senior Director or Professional Services who reports to the Vice President of Operations, both should be sponsors of this project.

In deciding what tool should be used, the team should compare product features with the KCS checklist which can be found on CSI's website<sup>38</sup>. This will ensure that Active invests in a system that will enable them to meet current objectives but also develop to a point in which the team is viewed as a strategic asset to the business.

The authoring and review process for content to be published in a knowledge base greatly affects the usage and ultimately the value of the system. CSI has found that in general "80% of what is in the knowledge base will never be reused, 20% of what is in the knowledge base will be reused and some of that 20% will be reused a lot" (Center for Service Innovation, 2005). As a result, a content publishing process that requires every article to be reviewed for accuracy, style and then be approved will result in a low ROI for much of the content.

Having a process that enables unreviewed content to be made available to support staff only and then flagging content for review based on demand will result in only the valuable content being edited for public consumption. The typical steps for creating a new article can be found in the Table 9 below.

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<sup>38</sup> <http://www.serviceinnovation.org/kcsverified/>

**Table 9 – KCS Article Creation**

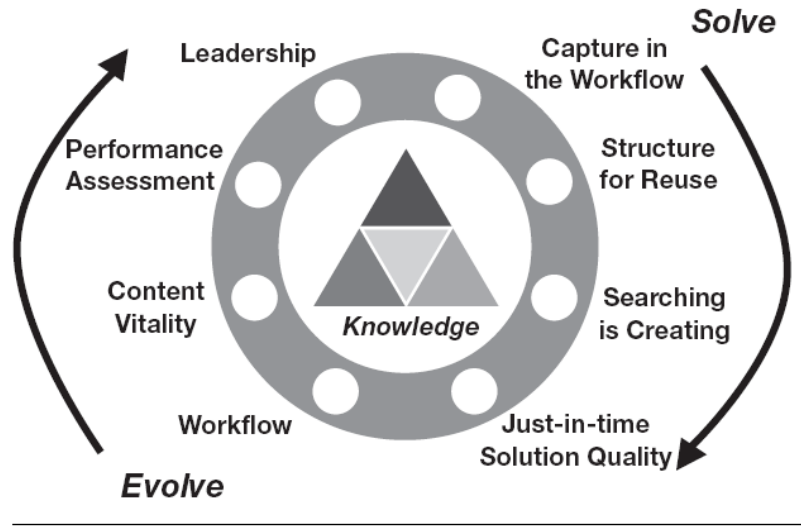
<b>Typical Steps to Creating a New Article</b>
1. Call from customer.
2. Staff searches for solution in knowledgebase.
3. If no resolution, employee creates an article and adds it to the knowledgebase.
4. If a resolution exists, but is inaccurate, employee either fixes the article or sends a request to have it updated.
Note: Searching starts the authoring process. Knowledge is published and updated based solely on use. All support staff able to create articles.

HDI and CSI came together to create the content life cycle seen in Figure 5 below. KCS attempts to distribute knowledge management tasks throughout the support staff. Figure 5 illustrates that the ‘solve and evolve’ loop is pivotal in the KCS workflow. One of the theories behind KCS is that knowledge management should be integrated with the support process and entrenched in how the team solves cases, as opposed to a tool that augments the process of providing solutions. This model facilitates the capture of knowledge as a bi-product of the support work flow and as a result does not require dedicated staff to maintain. As everyone on the Support team will be creating content, Active should invest in writing training for team members and knowledge coaches (experts who help people with the process)<sup>39</sup>.

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<sup>39</sup> <http://www.thinkhdi.com/files/focusBooks/TheKMMaturityModel.pdf>

**Figure 5 - Knowledge Centered Support**



Source: Richard Joslin, "Striving for Knowledge-Centered Support". HDI, 2005

### **6.1.2 Changing Incentives**

In order to implement knowledge centered support, Active's support team must make changes to their technology, processes and culture. Choosing the right technology and developing processes to effectively allow solutions to be reused are the first steps, but without proper employee incentives there is risk that employees will continue to resolve problems each time they arise. Rewarding employees solely on the number of issues they solve can have a negative impact on quality. Similarly, incenting employees based on the number of knowledge base articles they create will result in content with dubious quality being created. KCS recommends that a combination of metrics should be employed to promote both quantity and quality of case resolution. Based on KCS best practices, a balanced scorecard of measurements to evaluate a Support representative's performance should be employed. An example of such a

scorecard contains goals focused on these metrics, as in the example in Table 10 below<sup>40</sup>: This sample scorecard places value on the different behaviors that the Support team wants to drive. These factors are in line with having strong customer relationships, because Active knows that these metrics will contribute to customer satisfaction and efficient team performance.

**Table 10 – Balanced Scorecard**

**Balanced Scorecard Example:**

Metric	Target
Number of incidents closed	10/day
Time to resolution	80% in 1 day
New documents created	2/week
Ratio of new to reused	1:02

Rewarding learning and sharing of information is crucial to a successful KCS roll-out.

Without proper incentives, employees will not make the switch to KCS by themselves even if the tools exist. This process of creating, developing and reusing solutions in an ongoing process that needs to be constantly driven.

### **6.1.3 CRM, Knowledge Base and Portal Integration**

To avoid duplication of effort (re-typing solutions) the knowledge base solution should be integrated with the troubleshooting system (CRM). The workflow created must support efficient solution management and enable easy access to solutions.

In order to maximize the return on investment in a knowledge base, Active should ensure that customers are able to search content on Active's customer portal. There is much literature that can assist Active in designing the search site for maximum usability. The

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<sup>40</sup> <http://kcs.stonecobra.com/articles/road-map-for-implementing-knowledge-centered-support-kcs/>

Association of Support Professionals (ASP) has done significant research in this area and their results can be located on their website ([www.asponline.com](http://www.asponline.com)). ASP has found that considering web traffic, customer objectives and getting customer feedback about the site's design will help ensure maximum benefit from a customer facing knowledge base. Along with a powerful search result and minimizing redundant content, frequently asked questions should be easily accessible, as generally, 20% of technical support issues generate 80% of technical support requests (Association of Support Professionals, 2006).

#### **6.1.4 CRM**

In conjunction with a knowledge base, a corporate wide CRM should be implemented that meets the needs of all departments. The VP of Operations at Active is currently gathering requirements for a new CRM system. One of the necessary features that must be included is the ability to integrate with a knowledge base system so that the workflow required for KCS is supported.

As detailed above, implementing a CRM will provide many benefits to the Team, including improved customer service, the ability to use metrics to drive the right behavior, and increased efficiency. These are three important features that Active must have in place to increase the scalability of the Support team. If implemented properly, the CRM will have the potential to increase revenue earned by the company by improving customer loyalty and increasing business that customers conduct with Active.

##### **6.1.4.1 Metrics**

As one of the benefits of having a CRM is the ability to generate metrics, The Team should create and monitor metrics that support organizational goals. As described in an earlier section, Active would like to measure loyalty, effectiveness, efficiency and use metrics to drive

the desired behavior from its employees. Metrics should be implemented that support those goals. Within each metric identified earlier, a target service level must be defined so goals can be clearly communicated to Support personnel and service level agreements (SLAs) can be given to the Sales team and customers.

Once Active determines service levels for each metric that will be used throughout the team, it should evaluate whether it is staffed to live up to the goals. For example, from previous customer feedback, Active knows that the time to resolve issues is the number one ‘metric’ that customers are sensitive to in their overall satisfaction with the Support team. Conducting further research into customer thresholds for time to close is a worthwhile exercise that will provide the information necessary to set appropriate targets. These targets may be different between teams depending on the nature of the issues that they receive and sensitivity of the customer base. Once Active determines the ‘right’ number, they should assess their team’s capacity to achieve the target. If they are not staffed to meet the goals, they need to communicate to decision makers both the team’s current capacity and the impact to customer satisfaction if they are not staffed accordingly.

The Team should also attempt to define which metrics are potential indicators that point to other problems in the business. Using ‘time to resolve’, if Active observes an upward spike in results, meaning issues are taking longer to resolve, it should consider the factors that could be impacting this. Some potential causes could be improper training on the team for a new release, a poor quality release that results in complex cases that take longer to resolve, and changes in staffing levels or priorities.

### **6.1.5 Deflecting Cases through Proactive Support**

Active's Support team has an opportunity to reduce the number of inbound questions it receives by implementing proactive customer service. Active already does this when a significant product issue is uncovered and it needs to be communicated to a particular customer base. If the team had tools to allow it to determine when there are a large number of similar questions coming in on a particular product they could proactively contact those customers via email or another method and provide them with information that could answer the question before they contact support. According to Greg Gianforte who wrote a paper titled 'Proactive Customer Service', proactive support demonstrates to the customer base that you have a solid understanding of their business<sup>41</sup>.

The Team conducted an analysis within the support team for their Educate market and found that if they had sent out one email to their customers that had ten questions and answers, they could have deflected 5% of their 'how to' questions. This equates to about 150 inbound questions and roughly 70 hours of one person's time. They estimated that it would have taken about eight hours to collect the right information and send out the communication. When the team's call volume hit its peak in August, they experienced a 300% increase in support cases logged, saw wait times hit four hours, and had many unsatisfied customers, so a 5% decrease in 'how to' questions would have had a major impact on the team's service levels. It certainly would have prevented some of the customer satisfaction issues that resulted from customer's frustration with being on hold and the long turnaround times.

Another area that the Team could implement proactive processes is on the corporate web site. Many people look at a company's website for information about a product or service

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<sup>41</sup> [http://www.asponline.com/WP\\_ProactiveCS.pdf](http://www.asponline.com/WP_ProactiveCS.pdf)

and when they cannot find what they're looking at they phone customer support, which is a more costly means of servicing customers.

A rough ROI was created by the Support team for implementing self service capabilities for in the Communities market. In order to be realistic, this ROI requires KCS, portal and a knowledge base to be implemented.

This ROI assumes that 50% of resolved issues are resolved through self-help According to CSI this is a long-term benefit of KCS, usually achieved within two years after implementation<sup>42</sup>. Refer to Table 11 below for an estimated cost of self service. A 50% reduction in call volume would reduce monthly average volume of 3885 incidents to just 1943 incidents per month that analysts would have to handle. This will allow the Support team to significantly lower their overall costs. The cost per transaction for self-help issues depends on the number of transactions resolved. This is due to the large fixed costs associated with self-help. Organizations that have 50% or more of their issues resolved through self-help have a greatly reduced per transaction cost.

**Table 11 - Cost of Self Service**

Respondents	Cost
High-Volume – 50%+ of issues resolved through self-help	\$2.20
Mid-Volume – 10%-49% of issues resolved through self-help	\$38.33
Low-Volume – 1%-9% of issues resolved through self-help	\$160.00
Median – 11%	\$58.33

The increase in case deflections to self-help will result in an increase in the cost of issues resolved by support agents due to the increased difficulty of issues as the majority of

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<sup>42</sup> [http://www.serviceinnovation.org/included/docs/library/programs/KCS\\_OpModel\\_V3.7.pdf](http://www.serviceinnovation.org/included/docs/library/programs/KCS_OpModel_V3.7.pdf)



repeat issues will be resolved through self-help. Based on Active's calculations, even if the fully loaded cost per resolution by support agents increases to \$20 per call, the average cost per resolution of all calls would be just \$7.53 per resolution. This is an additional 46% reduction in cost per resolution compared to the near-term benefits of increased analyst efficiency. ROI over a 12 month period would be 1580%. Appendix M contains the analysis completed by an Active Support Team member in 2008.

#### **6.1.6 Phone System**

Recently Active learned that the phone system in use at the Burnaby and San Diego offices are no longer supported. The Bothell office is moving to a new location and users are going to be moved to Internet Protocol (IP) phones. This was viewed as an opportunity to upgrade the system so the Bothell team will be the first to use the new ACD, with plans to upgrade Burnaby, Poway and San Diego down the road. Having all Support members on the same system with access to each other's queues will enable them to realize the benefits of cross training to help each other through periods of high case volume.

### **6.2 Processes**

In order to allow growth to occur, the Team should bring representatives from Support teams together to create a list of problematic processes. They should also get feedback from the Sales teams on which processes pose challenges. The criteria should consist of processes that are inconsistent between teams, are out of date or scattered. Furthermore, they should consider the impact of problematic processes to their business in terms of customer satisfaction and efficiency.

The stakeholders should then consolidate processes when possible so keeping them up to date is more manageable. The next step is to assign owners for maintaining process

documents. This data will be fairly static so the time commitment will be minimal once the documents are created. As for communicating information to other teams, they should use the Intranet as this is the corporately accepted method for teams to share information. There is a Technical Support area on the intranet that should contain a 'processes' section that they can direct their coworkers to. Managers will have to ensure that and ensure that documentation owners have access to update the documentation. There should be a 'feedback' link for people to raise a concern about a specific document if they notice that it requires updating. This link should go directly to the owner and the Senior Director of the Team should be included for accountability.

For processes internal to the Support team, such as the RMA procedure described earlier, the Team should use their knowledge base as a way to manage this documentation. This will allow customer facing and other staff quick access to important processes, by enabling them to use a key word search to find the relevant document. Updating process documentation in the knowledge base should be included as part of the balanced scorecard that will drive the right behavior.

### **6.3 Seasonality**

The Educate and Camps teams have extreme seasonality in which their case volume increases significantly. In order to avoid costly overtime rates, prevent employee burnout and low customer satisfaction, Active needs to supplement its work force during the peak season. The three preferred options for supplementing the work force are cross-training, part time students, and hiring seasonal staff in a lower cost location.

Cross-training within the department when possible is an ideal solution as employees should be familiar with Active's standards and will be trained with acceptable customer service

skills. Additionally, these employees are already on the payroll so if one product or team experiences any downtime, Active should consider the ramp up time and priorities to determine if this is feasible. A chart outlining the different product's seasonality and ramp up times can be found in Appendix N

If other Support team members do not have time to assist in peak season, Active should consider two lower cost options; part time staff and utilizing a call center. The analysis provided below about part time staff shows potential for considerable cost savings. Another benefit to this is that all employees supporting a product would be at the same location.

A prime target for filling part-time positions during peak season are students who are currently still in school. A large portion of the volume in support is generated through the ticketing system in the CRM and responded to via email. Most tickets also have a one to three business day SLA (service level agreement) for first response. The ramp up time for new hires before they can handle the majority of issues that are submitted is three weeks. As a result, a student could work virtually any hours of the day or night. This would allow Active to provide a high degree of flexibility in scheduling around the students school schedule and make this a highly attractive opportunity for the student. Recruiting efforts should be focused on students who are pursuing a computer related degree and carrying a high GPA. GPA and degree information is available on college recruiting websites where employers can search student resumes.

This approach would not only address the seasonal staffing issue but would also save the company money in staffing costs for the following reasons. First, students in most cases would be willing to work for a lower hourly rate in order to have scheduling flexibility around their school schedule. Second, because the students would be working part time (up to thirty

hours per week), the company would not be responsible for paying benefits. Finally, if Active is able to work with the schools to obtain accreditation for working at Active Network the company could offer Intern Programs at little or no cost to the company.

Table 12 below uses the following assumptions in calculating cost savings:

The Part Time column assumes 2 part time employees, each working 20 hours per week equal 1 FTE

The Part Time column assumes that the part time employees will only work during peak season including ramp up time. This has been calculated at 35 weeks

The Part Time column assumes the part time employee is making \$14.42 per hour or \$30,000 annualized

The Part Time column assumes that the employee will more likely be single and would on average choose a less expensive benefits package if benefits were being paid.

The Full Time column assumes the existing starting pay rate of for Support Analyst of \$32,000

The Full Time column assumes that FTE will more likely be married or have families and would on average choose a more expensive benefits package.

As Table 12 illustrates, the cost savings is approximately \$13,372.63 per FTE per year. If you assume that the Support team needs to flex up on staffing levels for peak season by 20% that is approximately three additional FTE at today's staffing levels, bringing the annual cost savings to **\$40,117.89** for 2009.

**Table 12 - Seasonality Cost Estimates**

	Part Time Cost	Full Time Cost	Savings Per FTE
Salary	\$20,188.00	\$32,000.00	\$11,812.00
Benefits (Avg)	\$5,672.40	\$7,233.03	\$1,560.63
Total	\$25,860.40	\$39,233.03	\$13,372.63

Another alternative is to utilize a call center that was part of an earlier acquisition and not currently part of the Professional Services Department. The Team has the option to expand their operations into the Indiana call center which specializes in consumer support, which is less technical and not as complex as the application support provided by teams in the Professional Services group. Consumer support is support for Active's customer's customers, while application support involves supporting Active's customers through direct interaction with the software. One benefit of this option is that the salary costs will be about \$8000 less per employee. Additionally, this would provide a career path for call center staff and a way for the Team to access employees already trained on some of Active's processes. In early 2008 Burnaby and Poway had difficulty filling open positions due to the hot job markets in those locations. Expanding into the call center would allow The Team to access an additional hiring market and protect them somewhat from local economy risks.

The Bothell team in particular believes that there will be a high cost to starting a new team at a different location:

“The amazing thing about our team is the cohesiveness. They depend on each other and hold each other accountable. They come to work because they are all friends, family even, and they don't want to let each other down (it's almost impossible to get them to take vacations because they don't want everyone else to have to work harder). I'm amazed every day at their dedication and enthusiasm and it's because of the environment we have. This is why we

haven't had any turnover, why we get volunteers for overtime, and why people are willing to stay late even if they are not getting paid. We would be hard pressed to find those same behaviors in people outside the group, even if we are in charge of hiring them" (Support team Manager, 2008).

Due to the tight-knit team at the Bothell office and the relatively small number of people needed during the peak season (best estimates from Management indicate they need four additional employees) I recommend that they opt for the part time option.

The Poway Educate team's workload increases over 100% in the summer months, requiring an additional six employees to handle the volume. They have had a relatively difficult time finding qualified candidates and in their last round of hiring, they received over 100 resumes without hiring a single person. Consequently, this group should consider utilizing the call center in Indiana to supplement their work force. In conversations with the Call Center General Manager, she expressed confidence in her ability to hire for these positions if given the opportunity. Expanding the Support team into the call center will provide east coast coverage, lower salary expenses and an additional hiring market. The ramp up time is only three weeks before someone is able to take their first call so adding seasonal or part time staff will show a return on investment in a relatively short time frame for the Educate team. Before the Team can implement this option, they will need to upgrade their phone system as the current system does not facilitate adding lines in a new location.

## 7 CONCLUSION

Active has grown significantly over the past few years. To support their goal of remaining the leader in the participatory software business, there is an opportunity to make scalability improvements to enable the company to increase profitability and grow at a faster rate. Current inefficiencies will become more visible and costly if Active does not resolve them before they make further acquisitions and service an even larger customer base. For a company who strives to differentiate mainly through product quality and customer intimacy, setting its teams up to succeed in these areas is crucial. Within the Professional Services Support team, there are many challenges limiting scalability, namely processes, systems and structure.

The Support team has grown in size and complexity as acquired companies have been folded into the department. They have not been able to achieve economies of scale or other efficiencies because teams are operating independently, with different systems and unique processes for accomplishing common objectives. The redundant effort that is exerted by each team could be streamlined to gain cost efficiencies and improve team performance. A major benefit of increasing efficiency is that Active will be able to divert employees' time to activities that contribute to Active's competitive strategy, such as building customer relationships. Some of the major inefficiencies are with processes such as Sales hand offs, gathering metrics and releasing hot fixes. As the team has grown, the amount of information required to understand how the Support team operates has also increased. There are now too many people, products and functions to allow the team's intellectual capital to be stored in the minds of employees. As a result of these unaddressed challenges, information is scattered, out of date and incomplete or missing in many cases. Active needs to develop both standard practices and a methodology to

ensure they are maintained and clearly understood by stakeholders. This will require the team to take advantage of the corporate intranet as a central location to store and maintain information.

In order to better deal with fluctuations in volume, the teams that experience extreme seasonality should consider utilizing part time employees during these periods. Furthermore, Active's call center may be a preferable hiring location due to the lower salary costs, east coast time zone coverage as well as an additional hiring market. If Active does not correct this problem they run the risk of losing customers who feel that Active does not value their business.

When asked for the most important change the Support team could make to be scalable, investment in systems was the number one suggestion by Active employees. Implementing a common CRM, knowledge base and phone system across the team will enable them to cross train to help each other handle influxes in volume. It will also facilitate gathering of metrics to enable Managers to set goals, make quantitative staffing decisions and measure performance of employees. Being able to track progress and ensure the team is meeting its service level agreements is necessary to allow Active to understand how the team is performing.

An investment in systems is required for the Support team to implement knowledge centered support. Once Active is ready to implement a common CRM and knowledge base, adopting KCS will have a major impact on the Team's ability to scale. This is a result of the largest support cost being the solutions that are provided to customers. KCS provides a foundation upon which the Support team will be able to decrease the cost of providing solutions to customers, while at the same time help them improve service levels, provide consistent answers and increase customer satisfaction. A KCS rollout will require Active to shift their



focus from transactions and calls to knowledge and relationships. It is a way of viewing knowledge gained from experience as the collective memory of the team.

Active has the foundation in place to be successful, and with one of their largest strengths being people and their desire for constant progress, the scalability efforts will jumpstart once the Team has the infrastructure to get started. Once these recommendations are implemented, the Support team will be able to reduce costs, improve service levels and better handle the larger customer base that is expected to result from future acquisitions as well as through organic growth.

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## **8 APPENDICES**

## Appendix A - Timeline

### 1998

- This year marks the official start of the company as the Web portal ActiveUSA.com, providing regional grassroots sports information to recreational athletes.

### 1999

- ActiveUSA.com **merges** with RaceGate.com, an online Web portal that provides search and registration for events, online event management services, athlete training tools and community resources. The new company retains the ActiveUSA.com name and is headquartered in California.

### 2000

- Dave Alberga, former Executive VP of Ticketmaster Online-CitySearch, is appointed president and chief executive officer.
- ActiveUSA.com changes its name to Active.com to reflect its presence in markets such as Europe, United Kingdom, Asia, Australia, Africa and New Zealand. Additionally, the company begins offering league administration tools on the Internet for the recreational sports market.
- Active.com merges with Sierra Digital Inc. and becomes the first to offer a hosted, Internet registration solution for the recreation industry.
- Active.com acquires eteamz.com, an online community for teams, leagues, camps and tournaments with services such as team home pages, online registration and fundraising.
- Active.com processes more than one million transactions for event and league registrations, web publishing and e-commerce this year, a 400 percent increase from 1999.
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### 2001

- The company forms Active Sports Marketing Group (now Active Marketing Group), a full service marketing and promotions agency.
- Active.com selected as a top fitness site by Forbes.com Best of the Web magazine.
- The Active Network, Inc. is created as an umbrella for the company's increasingly diverse line of products and services.

### 2002

- Ticketmaster President and Chief Executive Officer joins the board of directors for The Active Network.
- Nearly 20,000 sports camp participants at 35 universities are now using Active.com's online registration services.
- The Active Network introduces RecNet (now ActiveNet), a Web-based, hosted software solution that automates all aspects of recreation administration and offers Internet registration and reservation capabilities.

### 2003

- The number of teams using www.eteamz.com surpasses one million.
- More than 90 percent of Little League Baseball districts worldwide use The Active Network's Little League Network for Web sites, online registration, data access and other resources.

### 2004

- Deloitte & Touche names The Active Network the second fastest-growing technology company in San Diego county and 15th fastest-growing technology company in North America.
- The Inc. 500 lists Active as the 99th fastest-growing private business in America, based on four-year average annual sales growth of 283.9 percent.
- Active acquires Class Software Solutions Ltd., a company with 30 years of experience and the leader in recreation and municipal management software solutions.
- The New York City Department of Parks & Recreation, serving more than eight million residents, selects software from The Active Network to automate and Web-enable its recreation operations.

### 2005

- Active launches ActiveGiving.com, an online resource that gives non-profit organizations access to Web tools, provides information on building fundraising programs online and offers contributors a fast, convenient way to donate.
- Active Marketing Partnerships is formed offering municipal customers revenue-generating marketing partnerships.
- Active acquires Tee Time King and launches ActiveGolf.com. Company begins offering online tee time reservations and golf course management software for golf courses.

## 2006

- Active forms partnership with the United States Tennis Association to provide technology, online tools and marketing services that support the sport of tennis.
- Active makes the Inc. 500 list for the third consecutive year.
- The Deloitte Technology Fast 500 names Active one of North America's fastest-growing technology companies for third year in a row.
- Active rolls out suite of training tools and plans from top trainers with ActiveTrainer.com.
- Active Marketing Group acquires Promote It!, the nation's largest health club promotions agency.

## 2007

- Active enters public parks and camping market with acquisition of InfoSperix for \$17 million and brings aboard more than 400 new employees. A total of 12 states use the company's centralized reservations and point-of-sale services.
- Active adds LaxPower.com and CoolRunning.com to its growing list of top sports-related media properties.
- More than 3,000 community organizations use Active's operations technology solutions.
- Active Marketing Group makes PROMO magazine's list of the top promotion agencies for the fourth year in a row.

## 2008

- Active becomes nation's largest provider of event management software following acquisitions of RegOnline and WingateWeb.
- Active acquires HY-TEK Sports Software, the leading software and services provider to over 95 percent of the swimming and track & field clubs, schools and organizations in the United States.
- Opening of London office expands Active's presence in Europe bringing total number of offices to more than 20 worldwide.

## Appendix B - Scalability Survey

The Active Network: Professional Services Scalability		
<b>What are a few things Active as a whole should implement to enable its business units to be more scalable or efficient?</b>		
<b>Answer Options</b>		<b>Response Count</b>
		31
<i>answered question</i>		31
<i>skipped question</i>		14
Number	Response Date	Response Text
1	09/14/2008 20:01:00	Systems, without one system and one view of the customer we have no chance of being scalable.
2	09/14/2008 20:46:00	Consistency is huge. Things work so differently depending on what office you are in.
3	09/14/2008 23:22:00	A closer working relationship with Sales - we spend a lot of time helping them quote deals. (we are working on this as well)
4	09/14/2008 23:35:00	Products that are focused on useability and stabilization...this will cut down on costs as well as increase customer satisfaction/retention.
5	09/14/2008 23:52:00	more efficient systems between the depts that actual help all the business units.  Currently we are rekeying and doing more work to try and keep track of the handoff and work done by each group.
6	09/15/2008 05:47:00	Periodic auditing of the above 4 scalable items: people, processes, systems and team structure. Auditing preferably done by people who are knowledgeable about the 4 items would be more accurate than by someone who does not know that service is not a physical product it is intangible but very essential core of a growing company
7	09/15/2008 15:37:00	I think the systems, like CRM, are limiting because they have limits as to what they can do. Maybe invest more money in custom programming for CRM or other systems so they can be more scalable? But mostly I think we need more people if we continue to grow.
8	09/15/2008 15:45:00	better CRM that ties sales to PS. better service ticket systems allowing tracking of issues. development ability to respond to customer needs.
9	09/15/2008 15:46:00	?



10	09/15/2008 15:57:00	I think we've done this in terms of the change in accounting system. It's already better that everyone has access to reports as opposed to just one or two people and having one accounting system for all software has to be a huge help to accounting for end of year balance. Also, I believe we are taking another great step with Foundations. Based on what we have seen so far, this will make everyone's lives (Active employees, clients, customers) so much more efficient and will finally make Active look first class in terms of platform. Bottom line though, internally if we do not have good, solid communication within how can we expect to have good communication outside of Active. We're good in a crisis but if we would be good in the every-day communications maybe we wouldn't have to stress so much when there is a crisis.
11	09/15/2008 16:26:00	We need to do a better job integrating new acquisitions. We acquire companies quickly and tend to be very short-sighted on the actual integration of the acquisition. Rather than bringing newly acquired products inline with existing policies and procedures, we allow them to continue operating as usual. It's almost as if they are part of the Active Network in name only. We've worked very hard over the years developing successful sales and support structures, and we need to continue building off that success rather than taking two steps back for every one step forward.
12	09/15/2008 17:18:00	- Highly Collaborative environment
13	09/15/2008 17:55:00	Invest in systems/tools that are more appropriate for larger organization  Invest in IT - need the technology to support our growth  Hire strong managers who have seen what works in larger environments & support them  Invest in the people that are necessary to set the systems up and put processes in place to enable us to automate more and ultimately reduce internal headcount in the long run
14	09/15/2008 18:41:00	systems and process :)
15	09/15/2008 21:11:00	Consolidate products with overlapping functionality/target market under single product platform. Move away from markets that cannot live up to EBITDA expectations.
16	09/16/2008 01:35:00	Combine products faster. For example sporg was supposed to be done over a year ago. Ther revised plan had a drop dead date of end of this month. Yet Wayne Gretzky is still plugging it at <a href="http://www.sporg.com">www.sporg.com</a> Why isn't the marketing plugging one of our not about to killed products?

17	09/16/2008 07:49:00	Cross-training will have a major impact. I also believe that we need to focus on implementing certain technology to enable our business to scale. We also need to provide the right infrastructure so that our team isn't separated from the regular plans of the team.
18	09/16/2008 11:45:00	Mandatory information tracking in some type of CRM tool would be #1.
19	09/16/2008 14:20:00	Getting the right tools in place; open documented processes per team on intractive
20	09/16/2008 16:34:00	having more bodies may help, but there is cost associated with this....
21	09/16/2008 19:10:00	We should look at how much time is spent on specific tasks and build our systems to eliminate time. It seems that some of the adjustments that we are making to our products add features, and with this, they also add the need for support. For example, LeagueOne is looking to add scheduling to it's offering. If this is not done right, support time on this tool is going to put our team in a whole. We will go in the opposite direction in that we will be spending MORE time on the same number of customers. No bueno.
22	09/16/2008 19:33:00	no comments here
23	09/16/2008 20:24:00	Systems, systems, systems.
24	09/16/2008 20:50:00	An up to date easy to read org chart so its easy to know who does what in different areas and also what employees report to which manager. Also this would help people know what different divisions do at Active. Knowing this would increase efficiency because people would know who to go to for their needs.
25	09/17/2008 03:34:00	SYSTEMS, SYSTEMS AND MORE SYSTEMS;  Products that truly support the goal of less implementation and less support needs.
26	09/18/2008 15:17:00	Internal products like the Intranet will help to keep process and policies in one central place which will make them easier to find and implement. Since these processes are in place for a reason, if we make it easier to follow it will increase efficiency. Also, improving the new hire orientations so they include company wide information will help for employees to understand all of the different markets. This way new hire training within the teams can focus more on product and team processes because the other markets have already been addressed.
27	09/18/2008 17:47:00	No ideas here.
28	09/18/2008 19:39:00	Consulting engagements could be results-based rather than based on a fixed number of hours. This increases ownership on the consultant's part and also allows for more flexibility with scheduling.

29	09/18/2008 22:04:00	There need to be set policies and procedures for when issues arise. We have recently had many issues (sites, products, etc.) and there does not always appear to be set ways to escalate and/or get the matter addressed in a timely and efficient manner.
30	09/19/2008 17:28:00	Standardized process across markets
31	09/22/2008 06:01:00	CRM -- a clear picture of each customer across the entire organization. Sorry this is late -- :(

### The Active Network: Professional Services Scalability

Scalability is a desirable property of a system, a network, or a process, which indicates its ability to either handle growing amounts of work in a graceful manner, or to be readily enlarged.

Answer Options	Not Scalable	Col 2	Col 3	Col 4	Very scalable	Rating Average	Response Count
How scalable is the Professional Services team?	1	12	24	7	1	2.888889	45
Comments							22
<i>answered question</i>							45
<i>skipped question</i>							0
Number	Response Date	Comments					
1	09/14/2008 20:46:00	We are unable to respond to spikes in customer need other than to work longer hours.					
2	09/14/2008 23:22:00	The ACM Team is lean and divided at the moment. With the San Diego and Enterprise team now coming in under Doug Johnston, and with the hiring of an additional consultant, we will soon have the ability to be very scalable but, right now, we are working on how to best merge all of these resources.					
3	09/14/2008 23:52:00	our current model is based upon a very simple model.  we look at the number of days of services we are delivering over a period of time and use this to calculate the number of FTE's we need to deliver the services.					
4	09/15/2008 05:47:00	We can juggle staff and projects to a point to accomadate more work, but that only works to a point					
5	09/15/2008 15:45:00	There is always room for improvement					
		I think the problem with the scalability of the PS team is the lack of good systems/technology we are working with. because our technology and systems are not ideal, we have to compensate with labor.					

6	09/15/2008 15:57:00	There are particular PS processes in place that add additional work for other groups, but this is more due to PS manager's resistance to implementing simple solutions that would alleviate the workload for multiple departments vs actual system or network short-comings.
7	09/15/2008 15:57:00	The team is certainly more scalable than the software is.
8	09/15/2008 16:26:00	The team seems scalable for individual products, however it seems to have numerous challenges working across multiple products.
9	09/15/2008 17:18:00	We need to build redundancy in the team gradually. If more people are trained on 80% of the work we do, the more scalable would be the team. Plugging in the gaps - for example clear and precise documentation. Building repeatability to our solutions.
10	09/15/2008 21:11:00	Current detriments to scalability are:  1) Shortage of qualified applicants  2) Inconsistent in providing formalized product and services training.
11	09/15/2008 21:19:00	The scalability of (support) is a bit strange.. from my observations. It goes through various stages of growth. There is the single person team, which has a moderate roadblock to scaling, training a second person, adapting practices to allow for proper sharing, etc. At this point it's a "small" team, from say.. 2 to 5 people. This period isn't too bad, and scaling can be achieved by simply adding new people into the processes in place for the 2 person team. At some point though it starts to break down.. organization becomes an issue as the team expands beyond the range of easy conversation between co workers. At this point you have changes that will need to be made to expand further. More robust processes, perhaps phone queues, load balancing of issues, escalation paths, all these things will need to be addressed as you move from a small group to a large one. Then begins what might be considered the golden period in a teams growth curve.. expanding further is quite easy.. once you deal with the mentioned issues. Training new people isn't too hard, there is coverage for vacations, knowledge has built in redundancies among people.. etc.. This can likely be expanded up to the size easily managed within a single large unit, such as that contained within a single building.. or that can be managed under 1 person. At this point.. to expand further requires corporate level strategies and processes, higher level management to keep things unified.. etc. etc. Technological solutions will likely be required in order to deal with distances.

		In other words.. the Support team goes through a series of stages of ease of growth, alternating with periods of difficult adaption. The key to scaling smoothly, would have to be dealing with those periods as efficiently and elegantly as possible.
12	09/16/2008 00:56:00	My answer is specific to the LeagueOne team. We lack the system documentation, training, and certification processes to quickly bring in new staff and make them effective.
13	09/16/2008 01:35:00	We are scaleable at the current efficiency level, but are not designed to take advantage of economies of scale as the team grows. IE we need the same ratio of Staff/customers and revenue/staff as we grow
14	09/16/2008 07:49:00	Our team has been hampered by older inefficient processes (those that worked well in a small company environment, but are being tested with growth and product issues), communication gaps between departments hamper the planning process.
15	09/16/2008 19:10:00	As people become more experienced, they are able to handle more clients/work. However, we work in an environment that sees fairly regular turn-over which keeps the experience level down. We also deal with technology that has "Major" issues that occur frequently. When these issues come up, it is impossible to handle a large growth in volume of clients. Often situations must be addressed on an individual level, especially with our clients that have custom or semi-custom applications like USA Hockey and LLS.
16	09/16/2008 19:37:00	The structure is so new for our team that we have yet to establish benchmarks, etc therefore making it difficult to scale. We are currently establishing KPI, etc so in the next year, I expect our scalability to increase.
17	09/16/2008 20:24:00	I feel that some of the Professional Services teams are more scalable than others. We have had some serious customer satisfaction issues in the last year due to inadequate planning and lack of scalability, especially when the scalability needs to be expedited.
18	09/16/2008 20:50:00	I can only speak for the ACM team. We are somewhat scalable by having good product documentation, but we don't have a lot of training materials for new hires which takes awhile to get people up to speed.

19	09/16/2008 21:10:00	Tech. Account Management: Clients are constantly shifting around per someone being out of the office for a while. Sometimes it seems that each person is at their max so that if someone is sick or out of the office for a while it poses a bigger problem than seems necessary.
20	09/18/2008 19:39:00	It's hard for me to judge this since I work in a product line that is essentially one consultant (myself) and one salesperson. I believe that the system is designed in such a way that it scales well given multiple consultants and multiple sales people, but the process ends up being a slight bottleneck for myself. I am, however, in the process of branching into another product line so the existing system should help with scheduling the different consulting engagements between separate product lines.
21	09/19/2008 17:28:00	There is no reason why it should not be, there just has seemed to little emphasis on doing this in the past
22	09/22/2008 06:01:00	Each individual unit in each office tends to be scalable, but as a whole, there is a lot of duplication, toe-stepping, even resentment occasionally between offices. In this respect, it is a hindrance to scalability.

The Active Network: Professional Services Scalability	
What can be done to allow Professional Services to service more customers at a lower cost?	
Answer Options	Response Count
	41
<i>answered question</i>	41
<i>skipped question</i>	4

Number	Response Date	Response Text
1	09/14/2008 20:01:00	Cross training to account for peak periods within the various markets we service.
2	09/14/2008 20:46:00	Our job needs to be more about fixing the problem than fixing the relationship. Right now too much responsibility lies with the Professional Services team for relationship building/mending and product testing when what we should be focusing on is helping the customer use the software.

3	09/14/2008 23:22:00	1. find a better timetracking system (StarWeb takes for ever); 2. develop a successful remote training program so that we don't have to go on-site; 3. find cheaper resources to do some of the migration work (cleaning and tagging content); 4. streamline the implementation process (all of these items have been discussed by the ACM group and are under development/consideration.
4	09/14/2008 23:35:00	Increase usability of Product, limit functionality for low end customers. Create a system that is "cookie cutter" which would enable static training/support material.
5	09/14/2008 23:52:00	first thought is more remote. This would cut down on the lost travel days and cost to the customer  needs to be noted that the govt projects generally have more days assigned and all the technical work (aprox half) are already done remotely
6	09/15/2008 02:58:00	Possibly prior to going after new markets, research their needs prior to attempting sales, so that an understanding of entire market can be had and coded accordingly, instead of a site by site basis.
7	09/15/2008 05:47:00	A better knowledge base of the product and a troubleshooting guide for more frequent issues being accessible to the product users would be beneficial in reducing the number of calls and leads to more concentration on complex troubleshooting issues
8	09/15/2008 15:37:00	Add more consultants, train more new consultants.
9	09/15/2008 15:45:00	better systems (internal) and better products and services for the client base.
10	09/15/2008 15:46:00	no idea
11	09/15/2008 15:57:00	Difficult to answer as we do not see where money is spent and how it is spent. However, to answer more emails/phone calls would be more efficient and to do that we need a cut and dry list of what this team answers/takes care of as opposed to what Sales and or Implementation should. We spend way too much time pushing back and forth between the 3 teams.

12	09/15/2008 16:26:00	If you mean a lower cost to the company, you would probably need to start charging for support and remove one on one support for the majority of accounts. This will encourage more users to use the free, online support pages or to try to figure out issues on their own. Also, by operating on a traditional "pool" of support rather than assigning individuals to individual accounts, you're able to service more users at once. The only caveat to this model is you must have industry leading technology that is stable and user friendly. If it's not, you run the risk of losing your customer base.
13	09/15/2008 17:18:00	Repeatable solutions.
14	09/15/2008 17:55:00	more self service  resources hired in cheaper locations  different levels of support available for purchase (i.e. pay more for faster response time)
15	09/15/2008 18:41:00	product investment, systems investment
16	09/15/2008 21:11:00	Deploy a call center in a region where cost of living and wages are lower (e.g. Atlantic Canada). This can be used to handle first tier service requests.
17	09/15/2008 21:19:00	I honestly don't think lowering unit cost should be the priority. Increasing customer experience quality should be. While I don't have numerical proof, I think that additional cost that achieves performance increases is worthwhile (if it's not just waste) as the contracts supported are worth far more than the budge for supporting them by many degrees of magnitude.
18	09/15/2008 21:51:00	Better and more efficient tools that would streamline the administrative process and allow for less repetitive checking of information. Better and more effective communication on process and procedure changes between departments (between professional services and accounting and sales in particular)
19	09/16/2008 00:16:00	A more intense training period so that implementation analysts and support specialists can perform their job more effectively and efficiently.
20	09/16/2008 00:56:00	A joint investment by Prof Svcs and Product Mgmt to develop a Product Guide, Training Guides, and Certification exams.





21	09/16/2008 01:35:00	<p>Change systems. Tiered support. KB. Paste Utility - hey Paula - approve this!</p> <p>Merge products faster. Convert customers to mainline products faster. Develop the mainline software to make this easier. Allows economies of scale, allowing self help options, fewer experts needed. Experts able to apply expertise more often</p>
22	09/16/2008 07:49:00	<p>We need to reinvent our communication strategy across all functions. This starts with regular communication among groups and timely regular reports from sales and other markets that will impact professional services performance.</p>
23	09/16/2008 11:45:00	<p>I think it is already taking place but cross training will be very helpful in filling seasonal gaps. More nimble hands on deck will help when unpleasant surprises take place.</p>
24	09/16/2008 14:20:00	<p>Remote group training sessions</p> <p>Encourage web use for support</p>
25	09/16/2008 19:10:00	<p>It would be helpful to have software that allows either Admins or users to complete tasks. We have a lot of work that must be filtered through the dev teams. This probably takes more time to communicate than it does to actually have a developer complete the task.</p> <p>With other products like LeagueOne, it takes a developer to configure the set-up of organizations. When changes are requested, there is a huge process to document the changes, hand them off to product team, have QA check it, and release the change to production. It would be nice if either the organization or TAM could complete the change quickly.</p>

26	09/16/2008 19:33:00	<ul style="list-style-type: none"> <li>- customer facing knowledgebase and FAQ's so they are able to find answers themselves without needing to call in</li> <li>- better training and documentation so they are able to figure out things on their own (I know training can only work to a certain extent, but increasing availability, correctness and ease of searching of our documentation, will be more beneficial)</li> </ul>
27	09/16/2008 19:37:00	Providing more training material. A pain point for our department is that our clients are not always self sufficient when they could be. By providing individual training tools that the client can use at their own pace and convenience will free up the team's time to focus on proactive needs of the company and clients.
28	09/16/2008 20:24:00	Better systems.
29	09/16/2008 20:50:00	Efficiency is key here. Again with ACM specifically that means ironing out project procedures that everyone follows making sure everyone knows their responsibilities on the projects from sales through support.
30	09/16/2008 21:10:00	Add help documents and help videos to our website. Have one place where clients can go to see how to do various tasks in the registration center. Get the client to view videos and download docs before they call the prof services line.
31	09/16/2008 21:48:00	maybe creating more video tutorials for clients for frequently asked questions about our products or creating more help documents for these topics to email to clients.
32	09/17/2008 03:34:00	<ul style="list-style-type: none"> <li>-invest in systems that allow members to know more about the customer at a glance thereby allowing better and faster service</li> <li>-invest in products to make them easier to support/implement</li> </ul>

33	09/18/2008 15:17:00	Having "star" employees in positions will allow our team to service more customers at a lower cost. If they are successful in their role, they will be able to take on a higher load of customers which will eliminate the need to higher more employees as new clients come in. Offering a slightly higher salary to a valuable employee would help retention and would be cheaper than hiring a second employee.
34	09/18/2008 17:47:00	Use lower priced staff (student interns, new hires, etc.) to deliver basic services such as core module end user training.  Greater use of remote services that allows for more flexible use of the services and using smaller amounts.
35	09/18/2008 19:13:00	Make sure that the client is sold the product that fits them best. Make them happy from the beginning. Less support time, less complaint time, less giving them free things to make them happy, less people on the SAT list
36	09/18/2008 19:39:00	Training consultants across multiple product lines may allow for the most efficient use of resources. Personally, my busy season with golf engagements is the winter months, so by learning Class it allows me to increase my billable time during the slow season.
37	09/18/2008 22:04:00	Initially, our products need to work efficiently and properly. I feel we are losing clients and faith in our product due to many recent problems.
38	09/19/2008 16:26:00	some products have complex setup or lack administrative tools, thus require more time for implementation and support. decrease the time we spend on implementing solutions and/or "searching" for answers, then it becomes easier to support more customers with the same head count.
39	09/19/2008 17:28:00	More structured client interaction - they have a better idea of what they get and expectations.
40	09/19/2008 17:34:00	I believe being short-staffed plays a large role in this. If more team members were hired, trained and available; we would be able to address more customers with ease.
41	09/22/2008 06:01:00	More coordination between the offices -- one person or committee could come together to identify all the roles that are played, and where there is overlap, get those people together to enhance their duties and grow their positions.



## Appendix C - Professional Services Survey

3. Please express your satisfaction in the areas below:													
	Very Low	2	3	4	5	6	7	8	9	Very High	N/A	Rating Average	Response Count
How satisfied are you with your job?	0.0% (0)	1.6% (2)	3.2% (4)	3.2% (4)	6.4% (8)	12.8% (16)	18.4% (23)	31.2% (39)	16.0% (20)	7.2% (9)	0.0% (0)	7.29	125
How satisfied are you with your Manager?	0.8% (1)	0.8% (1)	2.4% (3)	0.8% (1)	2.4% (3)	1.6% (2)	15.2% (19)	24.8% (31)	27.2% (34)	24.0% (30)	0.0% (0)	8.24	125
How satisfied are you with your future career opportunities with Active?	0.8% (1)	1.6% (2)	0.8% (1)	8.8% (11)	10.4% (13)	11.2% (14)	20.8% (26)	24.8% (31)	15.2% (19)	4.0% (5)	1.6% (2)	6.93	125
How satisfied are you with the new hire training?	2.4% (3)	2.4% (3)	1.6% (2)	8.9% (11)	10.5% (13)	13.7% (17)	24.2% (30)	14.5% (18)	5.6% (7)	5.6% (7)	10.5% (13)	6.42	124
How satisfied are you with the training you receive now?	1.6% (2)	2.4% (3)	4.8% (6)	4.0% (5)	13.7% (17)	15.3% (19)	19.4% (24)	14.5% (18)	11.3% (14)	4.0% (5)	8.9% (11)	6.49	124
How is your satisfaction with senior management at Active?	0.8% (1)	0.8% (1)	1.6% (2)	4.0% (5)	11.3% (14)	6.5% (8)	27.4% (34)	21.8% (27)	14.5% (18)	3.2% (4)	8.1% (10)	7.04	124
Comments: 												33	
answered question												131	
4. Please state whether you agree with the statements below													
	Strongly Disagree				Neutral				Strongly Agree		Rating Average	Response Count	
Active is a great place to work	0.8% (1)		0.8% (1)		14.5% (19)		38.9% (51)		45.0% (59)		4.27	131	
I like the work environment in my department	0.0% (0)		1.5% (2)		6.9% (9)		29.0% (38)		62.6% (82)		4.53	131	
We do a good job hiring the right people	0.8% (1)		3.1% (4)		10.7% (14)		46.6% (61)		38.9% (51)		4.20	131	
Low performers are held accountable	0.8% (1)		10.9% (14)		32.0% (41)		45.3% (58)		10.9% (14)		3.55	128	
I believe I am paid fairly	8.5% (11)		33.1% (43)		30.8% (40)		23.8% (31)		3.8% (5)		2.82	130	
I enjoy my job	0.0% (0)		5.4% (7)		14.7% (19)		58.9% (76)		20.9% (27)		3.95	129	
I am on a high performing team	0.0% (0)		1.6% (2)		8.5% (11)		43.4% (56)		46.5% (60)		4.35	129	
My team members work well together	0.0% (0)		1.5% (2)		3.8% (5)		35.9% (47)		58.8% (77)		4.52	131	
I feel comfortable expressing my concerns openly with my manager	1.5% (2)		3.8% (5)		3.1% (4)		48.1% (63)		43.5% (57)		4.28	131	
I believe my Manager wants me to succeed	0.8% (1)		0.8% (1)		6.9% (9)		34.6% (45)		56.9% (74)		4.46	130	
Comments (If you scored anything neutral or less please provide details): 												56	
answered question												131	
What aspect of your job are you most happy with?													
	Comment Text												
1.	working with customers												
2.	the people i work with												
3.	The work environment, casual atmosphere, people I work with.												
4.	resolving problems												
5.	Contributing to the success of the team, clients, projects												

6.	my ability to help people on my team achieve their goals
7.	the people who i work with directly each day
8.	environment
9.	the improvement I have brought to my team
10.	The team of people I work with daily.
11.	the way my team works together, very mutually supportive
12.	the environment I work in and the people I work with
13.	Job Challenges
14.	my co-workers, the constant challenge of new things in support and positive customer feedback
15.	My team and the service we provide to our clients.
16.	the people I work with
17.	My coworkers and the opportunities I am presented with.
18.	the quality of my team
19.	The diverse challenges I get to face every day, and the quality of people that surround me.
20.	My work enviroment
21.	Work environment. My hardworking team. Julie Orr, my manager, is approachable, helpful, and delivers results; which all makes her a great manager.
22.	Challenges, Open and clear Commuication, Flexibility
23.	My team, amount of support we all give each other daily.
24.	I also love my Team - I love to see them grow and succeed! I also am happy with how well our relationship is with product dev team - this has improved immensely
25.	Team Feel within support team
26.	team works very well together. In general, people get along and the atmosphere is for the most part a positive one.
27.	my co-workers and work environment.
28.	working with customers; seeing how the product will improve their work efficiency
29.	the people I work with, the direction I can take my job, the satisfaction of all the resolution associated to my job,
30.	The people I directly work with, both in my team and other teams
31.	continual changing of the job...there is rarely a setup that is the same. That keeps the job new and exciting. You always have to be on top of things.
32.	working with the customers - getting them up and running to or heleping them uncover what they can be doing better.
33.	Helping organizations succeed and help optimize their processes and grow their business using our software
34.	My team and the ability to excel as fast as you want.
35.	Career development
36.	the team I work with

37.	co-workers; clientele
38.	The way our team comes together to get things done
39.	Work Environment
40.	being able to work independently and manage myself
41.	Being able to work from home when not travelling
42.	my Manager and my job.
43.	people i work with
44.	Being depended upon to do my job and fulfilling my role with excellence
45.	how we operate as a team, access with managers, superviosrs
46.	Not really un-Happy
47.	Day to day work
48.	Decision-making power
49.	flexibility
50.	the team that I work with.
51.	working together with great people
52.	my current manager, who is clear and open to discussion.
53.	the job flexibility
54.	being able to take on more tasks and responsibility when I ask for more or come up with new projects to help our team out.
55.	the team that I work with
56.	the office environment
57.	My team and the work environment
58.	my teammates.
59.	The people I work with
60.	the co-workers and customers I work with
61.	Receiving acknowledgement for a job well-done, either from client or from internal team.
62.	Team building
63.	Work environment/co-workers
64.	the variety of tasks my role allows me to work on.
65.	the team members.
66.	the work I do and the people I work with
67.	the people and culture I work with everyday
68.	my great team, and the overall nature of my clients.
69.	Atmosphere in Support
70.	work environment and travel opportunities
71.	my co-workers and when I am able to truely help a client with a specific technical needs.
72.	The flexibility I am offered in my position
73.	The co-workers, work environment, and company energy

74.	The fast paced environment providing great room for problem solving and advancement
75.	Flexible schedule, Ability to work from home, positive work environment
76.	My work environment and co-workers. I really enjoy the people that I work with and the culture here at Active.
77.	work environment
78.	The culture developed at Active. I smile every time I think about this company. I think it is something special for sure.
79.	the type of work i'm generally asked to do
80.	Working in a team environment; Working with customers; Solving problems and finding solutions; Making fans out of dissatisfied customers; Getting a team win; the people with whom I work
81.	My role and the flexibility it allows me. My co-workers and the team I work with.
82.	co workers
83.	Co-Workers
84.	my team
85.	Helping people,the relationship I have with my co-workers, my support manager
86.	my team
87.	being able to resolve issues and close calls for customers and co-workers as a result of the knowledge and training I have.
88.	my involvement in making our software better for customers, support and consulting
89.	the friendly people I work with
90.	being able to have a balance between life and work; and the extreme feeling of team
91.	My supervisor and co-workers. I love my immediate work enviornment.
92.	I find a lot of pride in being able to provide high quality service to our customers, I'm happy with the industry that we work within and knowing that the services we provide make a positive impact in peoples lives. I love our commitment to hiring and being able to work with a team of talented individuals.
93.	my team members, my immediate managers and the office climate.
94.	my work environment.
95.	The people I work with.
96.	Seeing how our work really does make a difference in the communities we support
97.	flexibility in managing tasks
98.	Working with customers onsite
99.	work recognition



100.	talking to customers, scheduling training, ordering hardware
101.	The flexibility of my schedule and the autonomy I have to prioritize my tasks.
102.	when i work with clients who appreciate all the work we do for them!
103.	the people, the environment
104.	my current responsibilities
105.	My peeps
106.	the people I work with
107.	when i am challenged
<b>What aspect of your job are you least happy with</b>	
	<b>Comment Text</b>
1.	training new staff
2.	The long hours, constant heavy work load
3.	not resolving them
4.	Lack of bandwidth which makes it very challenging to maintain speed and quality of output; leaves no room to take on other fulfilling challenges / learn something new
5.	my salary and the lack of professional training available to me
6.	communication with other departments and the knowledgebase for product knowledge
7.	reward
8.	not being recognized for my potential and wait in line for other senior people in the company. I feel like working in Union.
9.	Compensation.
10.	low pay
11.	staffing issues
12.	Company Appreciation of time spent travelling
13.	my current salary and low staffing levels which leads to an overload of work with lack of schedule/vacation flexibility
14.	The day to day routine.
15.	my career opportunities
16.	Staffing levels and the subsequent volume each individual deals with
17.	The uninspirational workplace and location of the office... not much can be done about the latter.
18.	Inflexibility of Support hours. Having to work on some holidays. Because these requirements are not mandatory across all teams (i.e. other Prof Srvs teams, Implementation) it is a less desirable aspect of being on the Support team.
19.	Location of the office,
20.	Workload in the winter months.
21.	Sales team - they are not strong sales reps and are not held accountable
22.	lack of interaction on an intra-office level

23.	hours worked as mentioned in part 4 comments
24.	feedback on my work.
25.	the hours and lack of structured training
26.	network support issues, salary, frustrating tools such as CRM.
27.	The communication style of the senior management team and lack of direction and motivation
28.	the fact that i am having a hard time becoming an 'expert' on the system.
29.	the push to try to do too much work remotely. Althgouh this saves the client money initially, some customers coment (some months later) that they didn't feel they got as much out of their remote sessions.
30.	The amount of additional hours "required" to be effective during the busy season.
31.	The dedication I put into the job is not always reciprocated.
32.	Equipment ordering (Blackberry, battery, etc.)
33.	The set schedule I work
34.	length of time to get answers to better my employees
35.	The slowness in the development and role out of our products.
36.	Repetitive work, pay
37.	the lack of opportunity for advancement, or a defined career path
38.	lack of documentation of standards, best practices, etc.
39.	Active's travel expense policies
40.	salary as compared to the time/effort we put in
41.	Having little opportunity to interact with clients and there customers personally.
42.	How poor the technology operates at times. It doesn't make Active look good - a lot.
43.	I enjoy teaching customers
44.	team size, salary.
45.	Incomplete information given from Sales
46.	salary
47.	reqs that have been changed, but these changes are not reflected in Jira/Twiki.
48.	when I am asking for more resonsibility, that I am held back because I am good at what I am currently doing and the numbers I am producing at my current position.
49.	n/a
50.	micromanagement
51.	Being on phones all day
52.	the extreme hours.
53.	The chance for promotion, raise.
54.	Lack of professional expectations provided to clients when contract is signed.
55.	Working across teams
56.	can't work from home all days

57.	not having a team of hard working people all working together
58.	the fluctuation of busy and slow times.
59.	the ever-changing schedule. Working different time zones every day is difficult, it would be easier to stay on one for a week at a time.
60.	nothing right now
61.	future career opportunities and pay
62.	the disorganization of the company.
63.	Training procedures and structure
64.	job training
65.	having to keep a client happy who was misguided or not informed on the specifics of the product they are using.
66.	Sales selling things that are not realistic
67.	Sometimes it feels like everyone is maxed out on their own projects, so it can be difficult to plan additional initiatives.
68.	The fast paced environment causing hasty decision making and lowered priority on "doing things right the first time"
69.	The lack of management training programs. I have learned about my team lead role through my 1 on 1 trainings with my manager, but I would like to take part in some company trainings to become more familiar with HR procedures, etc.
70.	lack of restaurants nearby :-)
71.	the level of communication in the company and the salary I currently have
72.	Lack of people resources; Lack of inter-team communications (Sales, Consulting, etc); Lack of bonus structure
73.	Bugs, system issues, new processes
74.	pay, corporate environment, training
75.	Repetition, and feeling undervalued.
76.	my pay
77.	not having enough support help, losing employees to other companies
78.	interruptions in my work flow/thought processes during the day from co-workers and customers.
79.	Lack of time to do the things that would really make a difference (give us the edge) in the quality level of our software
80.	the redundancy of clients problems and questions
81.	having fluorescent lights around me all the time.
82.	Upper management. This company appears to be hellbent on making wrong choices left and right. Our customers and employees are suffering.
83.	I hate the reactivity of support and our inability to capitalize on opportunities to be proactive (self service, etc.). It feels as if we're running around putting out fires and that can wear on staff in the long run.
84.	the pay, the high volume and the subsequent stress it causes. It has been difficult dealing with the bugs and being on the front lines for issues that we cannot resolve or are beyond our control.

85.	my compensation.
86.	The work load.
87.	The lack of customer service we can provide because we don't have enough people to accommodate the 3000+ clients that need help.
88.	color of my cubicle
89.	menial and boring tasks, like emailing customers site files (I usually have to email 20 or 30 at a time), accounting functions
90.	How changes that really affect our team are sometimes rolled out before we are consulted.
91.	the JIRA process - having to wait for other people to do their job so you can do yours
92.	Stress and constant uphill battle. Not able to focus on larger goals when caught up with daily tasks/fires
93.	being able to request time off
94.	Red tape
95.	nothing....I enjoy my work very much.
96.	when i am bored

## Appendix D – Communities Market Overview

Source – The Active Network 2008

### Market Overview

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**active**communities

#### About ActiveCommunities:

ActiveCommunities provides technology and marketing solutions to local Parks and Recreations centers, YMCA's, JCCs, Campus Recreation, Community Residences, Athletic Facilities, Yoga Studios and Senior Centers. This business unit provides hosted, licensed and subscriptions software and services to more than 1200 organizations including the City of Toronto, the City of New York, and the YMCA of Greater Kansas City. The business is expected to grow at 15% from 2007 to 2008.

#### What We Sell:

ActiveCommunities offers a suite of solutions to our customers, including our lead products:


- Class: a program registration, facility reservation and cash management solution that enables communities to improve efficiency and accessibility to their citizens. Built for leisure services in conjunction with leisure professionals, it continues to remain the market leader for leisure operations, clubs, centers and educational institutions.
- ActiveNet: A fully hosted solutions that provides community organizations with Program Registration, Memberships and Pass Management, Resource Management, POS, Daycare, Marketing Communications and Online Content Management.

#### Our Opportunity:

As demonstrated in the Market Analysis documentation, the size of this market is extremely large. ActiveCommunities has dominated the Parks and Recreation market for over 20 years, and is in the early stages of winning in its other Sub-markets. The top three opportunities for growth include:

- Extending Our Current Model: We have tremendous opportunity for sustained growth by simply extending our current operations and products and growing our direct sales team to reach a broader base of prospects.
- Transaction Enabling: Providing transaction processing and online registration as part of the solution for current and future customers represents a tremendous growth opportunity.
- New Markets: Currently Parks and Recreation makes up 80% of the ActiveCommunities business. The features added to ActiveNet over the last 2 1.5 years, have enabled ActiveCommunities to compete in new markets which include: Community Residences and Athletic Facilities.

**Market Analysis**

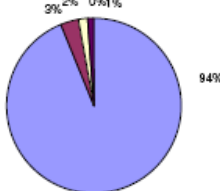
Total Market Size: # of Orgs		Total Revenue Opportunity		Share of Addressable Market	
Total Market Size	358,718	Total Market Size	2,781,800,804	<div><div>■ Active</div><div>■ Competitors</div><div>■ Available Market</div></div> 	
Unaddressable	4,944	Unaddressable	217,561,524		
Total Addressable Market	353,774	Total Addressable Market	2,564,239,279		
Current Customers	1,487	Current Communities Revenue	28,666,800		
Total Remaining Opp	352,287	Total Remaining Opp	2,535,572,479		
Orgs with Competitors	9,508	Competitors Revenue	57,007,500	<b>Notes:</b> Measured by Revenue	
<b>Notes:</b>		<b>Notes:</b>			

**Customer Statistics**

Projected 2008 Revenue by Type			2007 Revenue by Type			Top Strategic Customers			
		%			%	Org	State	Annual Recurring Rev.	
Transaction Rev	6,411,800	#	Transaction Rev	4,483,000	18%	1 PG County	MD	842,000	\$ 200,000
License	4,865,000	#	License	3,155,000	13%	2 City of Toronto	ON	2,500,000	\$ 194,000
Services	3,456,000	#	Services	3,456,000	14%	3 City of Ottawa	ON	812,000	\$ 180,000
Hardware	1,971,500	#	Hardware	1,971,500	8%	4 City of Phoenix	AZ	1,500,000	\$ 192,000
Maintenance	11,962,500	#	Maintenance	11,653,500	47%	5 City of Hamilton	ON	720,000	\$ 122,000
	\$ 28,666,800			\$ 24,719,000					
	Growth:	16.0%							
Notes:			Notes:			Notes:			
2007 Revenue			2007 Revenue						

## Parks and Recreation

### Market Analysis

Total Market Size:	# of Orgs	Total Revenue Opportunity	Share of Addressable Market
Total Market Size	7,000	Total Market Size \$ 716,800,000	
Unaddressable	1,095	Unaddressable \$ 105,010,500	
Total Addressable Market	5,905	Total Addressable Market \$ 611,789,500	
Current Customers	1,292 22%	2008(E) P&R Revenue \$ 23,909,000 4%	
Total Remaining Opp	4,613	Total Remaining Opp \$ 587,880,500	
Orgs with Competitors	1,052 18%	Competitors Revenue \$ 17,375,600 3%	Notes: Measured by Revenue
Notes:		Notes:	

### Customer Statistics

Customer Statistics

Projected 2008 Revenue by Type			2007 Revenue by Type			Top Strategic Customers			
		%			%			Annual	
Transaction Rev	\$	5,600,000	23%	Transaction Rev	\$	4,000,000	19%	Recurring Rev.	
License	\$	3,350,000	14%	License	\$	2,150,000	10%		
Services	\$	2,650,000	11%	Services	\$	2,650,000	13%		
Hardware	\$	1,700,000	7%	Hardware	\$	1,700,000	8%		
Maintenance	\$	10,609,000	44%	Maintenance	\$	10,300,000	50%		
	\$	23,909,000			\$	20,800,000			
	Growth:	15%							
Notes:			Notes:			Notes:			
			2007 Revenue						

# of Customers By Product		Top 100-US City Opportunity Breakdown		Top Strategic Opportunities			
						Est. Annual	
ActiveNet	400	Active Customers	51	City	State	Population	Recurring Rev.
Class	695	VSI Customers	8	1 Los Angeles	CA	3,845,541	\$ 300,000
Safari	197	Manual Solution	15	2 Chicago	IL	2,862,244	\$ 200,000
Product 4	0	In-House System	2	3 Houston	TX	2,012,626	\$ 240,000
Product 5	0	RW Pro	4	4 San Diego	CA	1,263,756	\$ 200,000
		Unknown Solution	13	5 San Antonio	TX	1,236,249	\$ 200,000
		Other Competitor	7				
Total	1292	Total	100				
Notes:		Notes:		Notes:			

### Market Attractiveness

Market Size		Market Grade
Total Addressable	~6500 Cities	+
Number of Transactions	Large number of Activities with large participation numbers	+
Registration Fees	Fees for Activity Registrations reach \$69 on average	+
Strategic Fit		
Importance for active.com portal	Community Recreation vertical needs to be built out in Active.com	-
Influence of Active brand	Active is the #1 player in Parks and Recreation	+
Marketing Opportunity	Cities becoming increasing aware of the worth of their marketing access	=
Transaction and Fee Opportunity		
Revenue Per Org	Dependent on city/county population, Large opportunity within existing customer base	+
Active's Fees	Average Rev. per reg = \$2	+
Market Access		
National Organizations	NRPA	+
Registration Options	Online registration conversion rate based marketing effectiveness and participant demographics	+
Competition	Increase new entrants at very low prices has caused customer attrition	=
Consumer Demographics	Active Adults and Families	+

## Non-Profit: YMCA/YWCA - JCC - SCOUTS

## Market Analysis

Total Market Size:	# of Orgs	Total Revenue Opportunity	Share of Addressable Market
Total Market Size	1,217	Total Market Size \$ 230,050,306	
Unaddressable	-	Unaddressable \$ -	
Total Addressable Market	1,217	Total Addressable Market \$ 230,050,306	
Current Customers	38 3%	2008(E) Non-Profit Revenue \$ 1,790,000 1%	
Total Remaining Opp	1,179	Total Remaining Opp \$ 228,260,306	
Orgs with Competitors	586 48%	Competitors Revenue \$ 16,653,900 7%	Notes: Measured by Revenue
Notes: Source: <a href="http://www.ymca.net/about_the_ymca/">http://www.ymca.net/about_the_ymca/</a> Source: 2006 YMCA Rank by revenue		Notes:	

## Customer Statistics

Projected 2008 Revenue by Type			2007 Revenue by Type			Top Strategic Customers			
								Annual	
								Recurring Rev	
Transaction Rev	\$	245,000 17%	Transaction Rev	\$	175,000 12%	Name	State	Operating Rev	
License	\$	570,000 39%	License	\$	330,000 22%	1 Y Toronto	ON	150,000,000	\$ 91,000
Services	\$	300,000 20%	Services	\$	300,000 20%	2 Y Kansas City	MO	31,000,000	\$ 63,000
Hardware	\$	100,000 7%	Hardware	\$	100,000 7%	3 YMCA Houston	TX	90,000,000	\$ 108,000
Maintenance	\$	575,000 39%	Maintenance	\$	575,000 39%	4 YMCA Sarasota	OR	82,000,000	\$ 50,000
	\$	1,790,000		\$	1,480,000	5 JCC Orlando	FL	7,000,000	\$ 23,000
Growth:		21%							
Notes:			Notes:			Notes:			
			2007 Revenue						
By Product			Geographic Distribution			Top Strategic Opportunities			
ActiveNet		4	West		7			Est. Annual	
Class		34	Mid-West		17			Recurring R	
Safari		0	North-East		7	Name	State	Operating Rev	
			South		7	1 Y San Antonio	TX	15,000,000	
Total		38	Total		38	2 Y Chicago	IL	82,000,000	
Notes:			Notes:			3 JCC Atlanta	GA	24,000,000	
						4 Y Minneapolis	MN	42,000,000	
						Notes:			

## Market Attractiveness

Market Size		Market Grade
Total Addressable	~1000 YMCAs, 250 JCCs	+
Number of Transactions	Large number of Memberships and Programs with strong participation	+
Registration Fees	Average Memberships Fee = \$55; Average Program Fee= \$69	+
Strategic Fit		
Importance for active.com portal	Non Profit vertical is highly segmented	-
Influence of Active brand	Active is not YMCA specific, Increase market share will help to improve this	=
Marketing Opportunity		=
Transaction and Fee Opportunity		
Revenue Per Org	Dependent on city/county population, Large opportunity within existing customer base	+
Active's Fees	Average Rev. per reg = \$2	+
Market Access		
National Organizations	NRPA	+
Registration Options	Online registration conversion rate based marketing effectiveness and participant demographics	+
Competition	Increase new entrants at very low prices has caused customer attrition	=
Consumer Demographics	Active Adults and Families	+

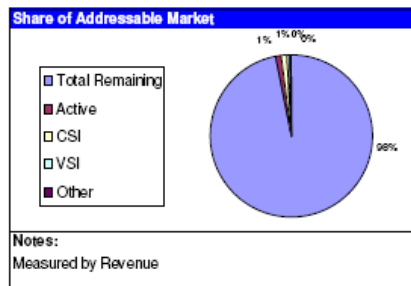


## Campus Recreation

## Market Analysis

Total Market Size:	# of Orgs
Total Market Size	6,234
Unaddressable	596
Total Addressable Market	5,638
Current Customers	76 1%
Total Remaining Opp	5,562
Orgs with Competitors	262 5%
Notes:	
<a href="http://www.utexas.edu/world/univ/alpha/">http://www.utexas.edu/world/univ/alpha/</a>	

Total Revenue Opportunity	
Total Market Size	\$ 239,669,072
Unaddressable	\$ 22,913,339
Total Addressable Market	\$ 216,755,733
2008(E) Camp. Rec. Revenue	\$ 2,321,000 1%
Total Remaining Opp	\$ 214,434,733
Competitors Revenue	\$ 4,978,000 2%
Notes:	



## Customer Statistics

Projected 2008 Revenue by Type		%
Transaction Rev	\$ 161,000	8%
License	\$ 945,000	47%
Services	\$ 365,000	18%
Hardware	\$ 150,000	7%
Maintenance	\$ 700,000	35%
	\$ 2,321,000	
Growth:		16%
Notes:		

2007 Revenue by Type		%
Transaction Rev	\$ 115,000	6%
License	\$ 675,000	34%
Services	\$ 365,000	18%
Hardware	\$ 150,000	7%
Maintenance	\$ 700,000	35%
	\$ 2,005,000	
Notes: 2007 Revenue		

Top Strategic Customers		Annual
Name	State	Student Pop
1 ASU	AZ	51,612
2 NYU	NY	40,000
3 U of Minn.	MN	50,402
4 U of Houston	TX	35,300
5 Columbia U	NY	22,425
		Recurring Rev.
		\$ 17,000
		\$ 20,000
		\$ 34,000
		\$ 13,000
		\$ 16,000
Notes: ASU, us largest enrollment on a single campus		

By Product	
ActiveNet	4
Class	62
Safari	10
Product 4	0
Product 5	0
Total	76
Notes:	

Total Market Segmentation	
Public 4 Year Institutions	751
Private 4 Year Institutions	1845
Public 2 Year Institutions	1070
Private 2 Year Institutions	596
Total	4262
Notes:	


Top Strategic Opportunities		Est. Annual
Name	State	Student Pop
1 UVA	VA	20,834
2 Montclair State	NJ	16,063
3 TSU - San Man	TX	26,783
4 UTSA	TX	26,175
5 USC	CA	333,389
		Recurring Rev.
		\$ 20,000
		\$ 10,000
		\$ 8,000
		\$ 9,000
		\$ 10,000
Notes:		

## Market Attractiveness

Market Size		Market Grade
Total Addressable	~4500 Universities and College	+
Number of Transactions	Moderate number of Campus Recreation activities (vs P&R); Fitness Memberships with high participation	=
Registration Fees	Avg. fees for Activity Registrations reach \$69	+
Strategic Fit		
Importance for active.com portal	Campus Recreation vertical needs to be built out in Active.com	-
Influence of Active brand	Active beginning to make solid progress on Top 100 universities list	+
Marketing Opportunity	Education Institution	=
Transaction and Fee Opportunity		
Revenue Per Transaction	Dependent on Universities charging for Intramurals and level of services provides outside the communities	+
Revenue Per Org	Dependent on Total Student Enrollment	+
Active's Fees	Average Rev. per reg = \$2	=
Market Access		
National Organizations	IRSHA, NIRSA	+
Registration Options	Online registration conversion rate based marketing effectiveness	+
Competition	CSI is the main competitor - strong progress	=
Consumer Demographics	Students and surrounds Campus Community	+

## Community Residence

## Market Analysis

Total Market Size: # of Orgs		Total Revenue Opportunity		Share of Addressable Market	
Total Market Size	4,000	Total Market Size	\$ 387,813,000	<div><div><div>Total Remaining</div><div>Active</div><div>Jonas</div><div>VSI</div><div>Other</div></div><div></div></div>	
Unaddressable	-	Unaddressable	\$ -		
Total Addressable Market	4,000	Total Addressable Market	\$ 387,813,000		
Current Customers	20 1%	2008(E) Community Res. Revenue	\$ 139,500 0.0%		
Total Remaining Opp	3,980	Total Remaining Opp	\$ 387,673,500		
Orgs with Competitors	- 0%	Competitors Revenue	\$ 200,000 0.1%	Notes: Measured by Revenue	
Notes:		Notes:			
Source: Community Association Institute					

## Customer Statistics

Projected 2008 Revenue by Type			2007 Revenue by Type			Top Strategic Customers		
		%			%			Annual Recurring Rev
Transaction Rev	\$ 105,000	96%	Transaction Rev	\$ 75,000	68%	Community	State	
License	\$ -	0%	License	\$ -	0%	1 Carma	AB	\$ 30,000
Services	\$ 23,000	21%	Services	\$ 23,000	21%	2 Woodlands, TX	TX	\$ 40,000
Hardware	\$ 1,500	1%	Hardware	\$ 1,500	1%	3 Estrella Mountain Ranch	AZ	\$ 2,400
Maintenance	\$ 10,000	9%	Maintenance	\$ 10,000	9%	4 Ewa by Gentry	HI	\$ 6,500
	\$ 139,500			\$ 109,500		5 SunCity Festival	AZ	\$ 5,000
	Growth: 27%					Notes:		
Notes:			Notes:					
2007 Revenue								

By Product		Geographic Distribution		Top Strategic Opportunities		
				City	# of Comm.	Est. Annual Recurring Rev
ActiveNet	14	West	13	1 WTS - Mgmt Co	~40	\$ 200,000
Class	4	Mid-West	0	2 CCMA - Mgmt Co	~30	\$ 150,000
Safari	2	North-East	0	3 Castle Cook - Developers	~20	\$ 100,000
ACM	0	South	7	4 Hawaiiana	~40	\$ 200,000
Product 5	0			5 Carma - US	~15	\$ 75,000
Total	20	Total	20			
Notes:		Notes:		Notes:		

## Market Attractiveness

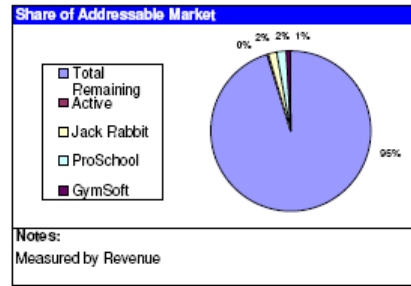
Market Size		Market Grade
Total Addressable	~4000 Planned Communities	+
Number of Transactions	Growing inventory with high participation	+
Registration Fees	Fees for Activity Registrations reach \$69 on average	+
Strategic Fit		
Importance for active.com portal	Community Residence needs to be built out in Active.com	-
Influence of Active brand	Active is the #1 player in Parks and Recreation - Recognizable to Lifestyle directors	+
Marketing Opportunity	Attractive demographic - 55+ Active Adults	+
Transaction and Fee Opportunity		
Revenue Per Org	Based on Total population of the Community	+
Active's Fees	Average Rev. per reg = \$2	+
Market Access		
National Organizations	NRPA	+
Registration Options	Online registration conversion rate based marketing effectiveness	+
Competition	Current providers have outdated technology	=
Consumer Demographics	Active Adults and Families	+

## Gymnastics

## Market Analysis

Total Market Size:	# of Orgs
Total Market Size	4,600
Unaddressable	920
Total Addressable Market	3,680
Current Customers	13 0%
Total Remaining Opp	3,667
Orgs with Competitors	1,200 33%
Notes:	
Source: Gymnastics USA	

Total Revenue Opportunity		
Total Market Size	\$	122,455,000
Unaddressable	\$	10,235,000
Total Addressable Market	\$	112,220,000
2008(E) Gymnastics Revenue	\$	224,800 0.2%
Total Remaining Opp	\$	111,995,200
Competitors Revenue	\$	5,000,000 4%
Notes:		



## Customer Statistics

Projected 2008 Revenue by Type		%
Transaction Rev	\$ 114,800	60%
License	\$ -	0%
Services	\$ 100,000	52%
Hardware	\$ 10,000	5%
Maintenance	\$ -	0%
	\$ 224,800	
Growth:		17%
Notes:		

2007 Revenue by Type		%
Transaction Rev	\$ 82,000	43%
License	\$ -	0%
Services	\$ 100,000	52%
Hardware	\$ 10,000	5%
Maintenance	\$ -	0%
	\$ 192,000	
Notes:		
2007 Revenue		

Top Strategic Customers		Annual Recurring Rev.
City	State	
1 AGF	AB	\$ 200,000
2 Phoenix Gymnastics	BC	\$ 27,000
3 Premier Gymnas.	NE	\$ 16,000
4 Okanagan Gymnas.	BC	\$ 20,000
5 PG Gymnastics	BC	\$ 7,000
Notes:		
*AGF = Alberta Gymnastics Federation, sched to go live Fall 2008		

By Product	
ActiveNet	13
Class	0
Safari	0
Product 4	0
Product 5	0
Total	13
Notes:	

Geographic Distribution	
West	12
Mid-West	1
North-East	0
South	0
Total	13
Notes:	

Top Strategic Opportunities		Est. Annual Recurring Rev.
City	State	
1 Ontario Gymnastics		\$ 600,000
2 Kids in Motion	CA	\$ 15,000
3 San Clemente	CA	\$ 15,000
4 WEGA	NC	\$ 20,000
5 Black Diamond	UT	\$ 20,000
Notes:		

## Market Attractiveness

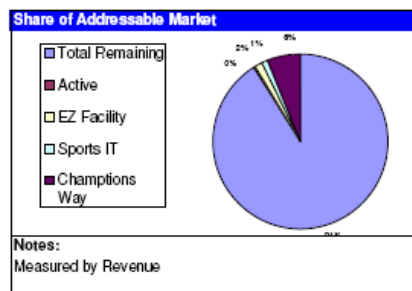
Market Size		Market Grade
Total Addressable	~4600 Gymnastic Clubs	+
Number of Transactions	Large number of continuous activities with strong growth in participation	+
Registration Fees	Fees for Activity Registrations reach \$69 on average	+
Strategic Fit		
Importance for active.com portal	Gymnastics vertical needs to be built out in Active.com	-
Influence of Active brand	Strong progress in Canada, Need to continue to gain mkt. share in US	=
Marketing Opportunity	Decision makes open to this - sponsorship for Meets, etc.	+
Transaction and Fee Opportunity		
Revenue Per Transaction	size of most events dictate that event directors outsource components	+
Revenue Per Org	Facility limits # of students and revenue	+
Active's Fees	Average Rev. per reg = \$2	+
Market Access		
National Organizations	Canada: Provincial Governing Bodies; USA Gymnastics; US Regional representatives	+
Registration Options	Online registration conversion rate based marketing effectiveness and location demographics	+
Competition	Jackrabbit and ProSchool have strong market share	=
Consumer Demographics	Parents	+

## Athletics Facilities

## Market Analysis

Total Market Size:	# of Orgs
Total Market Size	14,000
Unaddressable	-
Total Addressable Market	14,000
Current Customers	44 0%
Total Remaining Opp	13,956
Orgs with Competitors	3,328 24%
Notes:	
Assumption: 2 sportsplexes per city	

Total Revenue Opportunity		
Total Market Size	\$	98,000,000
Unaddressable	\$	-
Total Addressable Market	\$	98,000,000
2008(E) Athletic Fac. Revenue	\$	214,000 0%
Total Remaining Opp	\$	97,786,000
Competitors Revenue	\$	8,500,000 9%
Notes:		



## Customer Statistics

Projected 2008 Revenue by Type		%
Transaction Rev	\$ 136,000	##%
License	\$ -	0%
Services	\$ 18,000	16%
Hardware	\$ 10,000	9%
Maintenance	\$ 50,000	44%
	\$ 214,000	
Growth:		88%
Notes:		

2007 Revenue by Type		%
Transaction Rev	\$ 36,000	32%
License	\$ -	0%
Services	\$ 18,000	16%
Hardware	\$ 10,000	9%
Maintenance	\$ 50,000	44%
	\$ 114,000	
Notes:		
Est. 2007 Revenue		

Top Strategic Customers		Annual Recurring Rev.
City	State	
1 Prohelfic Sports	NC	\$ 10,000
2 CanLan Ice Sports	BC	\$ 18,000
3 Norris Sports Center	IL	\$ 5,000
Notes:		

By Product	
ActiveNet	12
Class	25
Safari	7
	0
	0
Total	44
Notes:	

By Product	
Notes:	

Top Strategic Opportunities		Est. Annual Recurring Rev.
Org	State	
1 Romulus Athletic Cen.	MI	20000
2		
3 Olympic Soccer and Sport:	WA	\$ 3,000
Snohomish Soccer	WA	\$ 3,000
Soccer Center	WA	\$ 3,000
Notes:		

## Market Attractiveness

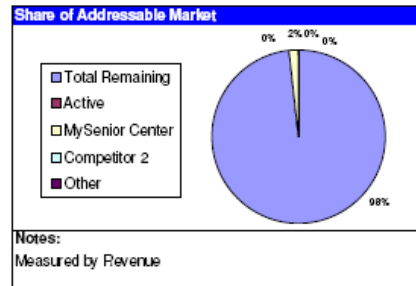
Market Size		Market Grade
Total Addressable	~12000 Sportsplexes	+
Number of Transactions	Large number of Activities with high participation	+
Registration Fees	Fees for Activity Registrations reach \$69 on average	+
Strategic Fit		
Importance for active.com portal	Sportsplex is typically segmented based on sport	-
Influence of Active brand	Need to continue to build market share - Key metric is to reach/overtake main competition	-
Marketing Opportunity	Moderate, requires decision maker education	=
Transaction and Fee Opportunity		
Revenue Per Transaction	Revenue largely made up of Fac Reservations	+
Revenue Per Org	Larger events limit field and largest require qualifying	+
Active's Fees	Average Rev. per reg = \$2	+
Market Access		
National Organizations	IRSHA, NIRSA	+
Registration Options	Online registration conversion rate based marketing effectiveness and participant demographics	+
Competition	Strong Brand recognition for EZ Facility and Sports IT	=
Consumer Demographics	Parents	+

## Senior Centers

## Market Analysis

Total Market Size:	# of Orgs
Total Market Size	10,000
Unaddressable	-
Total Addressable Market	10,000
Current Customers	3 0%
Total Remaining Opp	9,997
Orgs with Competitors	80 1%
Notes:	

Total Revenue Opportunity	
Total Market Size	\$ 50,000,000
Unaddressable	\$ -
Total Addressable Market	\$ 50,000,000
2008(E) Senior Center Revenue	\$ 18,500 0%
Total Remaining Opp	\$ 49,981,500
Competitors Revenue	\$ 800,000 2%
Notes:	



## Customer Statistics

Projected 2008 Revenue by Type		
Transaction Rev	\$ -	0%
License	\$ -	0%
Services	\$ -	0%
Hardware	\$ -	0%
Maintenance	\$ 18,500	####
	\$ 18,500	
Growth:		0%
Notes:		

2007 Revenue by Type		
Transaction Rev	\$ -	0%
License	\$ -	0%
Services	\$ -	0%
Hardware	\$ -	0%
Maintenance	\$ 18,500	####
	\$ 18,500	
Notes: 2007 Revenue		

Top Strategic Customers			Annual Recurring Rev.
City	State		
1 Meadowlark	NM	\$	1,500
2 Newport Beach	CA	\$	8,000
3 Longmont	CO	\$	9,000
4			
5			
Notes:			

By Product	
ActiveNet	0
Class	3
Safari	0
	0
	0
Total	3
Notes:	

Geographic Distribution	
West	3
Mid-West	0
North-East	0
South	0
Total	3
Notes:	


Top Strategic Opportunities			Est. Annual Recurring Rev.
City	State		
1 N/A			
2			
3			
4			
5			
Notes: Approach: Target Key Metropolitan areas (Top 100 - CA/US)			

## Market Attractiveness

Market Size		Market Grade
Total Addressable	~10000 Senior Centers; 5000 Multipurpose Senior Centers (Sweet Spot)	+
Number of Transactions	Large number of Activities with large participation numbers	=
Registration Fees	Fees for Activity Registrations reach \$30 on average	+
Strategic Fit		
Importance for active.com portal	Senior Recreation vertical needs to be built out in Active.com	-
Influence of Active brand	Strong, especially for Community Centers affiliated with the P&R center	+
Marketing Opportunity	Moderate, requires decision maker education	=
Transaction and Fee Opportunity		
Revenue Per Org	Based on size of facility	+
Active's Fees	Average Rev. per reg = \$2	+
Market Access		
National Organizations	NRPA, NCOA (National Council on Aging)	+
Registration Options	Most Registration will be performed OTC	=
Competition	Increase new entrants at very low prices has caused customer attrition	=
Consumer Demographics	Seniors	+

## Yoga Studios

## Market Analysis

Total Market Size: # of Orgs		Total Revenue Opportunity		Share of Addressable Market	
Total Market Size	11,667	Total Market Size	\$ 397,013,426	<div> <div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> <div> <div>Total Remaining</div> <div>Active</div> <div>MindBody</div> <div>Harms</div> <div>Other</div> </div> </div> 	
Unaddressable	2,333	Unaddressable	\$ 79,402,685		
Total Addressable Market	9,334	Total Addressable Market	\$ 317,610,741		
Current Customers	- 0%	2008(E) Yoga Revenue	\$ - 0%		
Total Remaining Opp	9,334	Total Remaining Opp	\$ 317,610,741		
Orgs with Competitors	3,000 32%	Competitors Revenue	\$ 3,500,000 1%	Notes: Measured by Revenue	
Notes:		Notes:			

## Customer Statistics

Projected 2008 Revenue by Type			2007 Revenue by Type			Top Strategic Customers			
Transaction Rev	\$ - ###	%	Transaction Rev	\$ - ###	%	City	State	Population	Annual Recurring Rev.
License	\$ - ###		License	\$ - ###		1			
Services	\$ - ###		Services	\$ - ###		2			
Hardware	\$ - ###		Hardware	\$ - ###		3			
Maintenance	\$ - ###		Maintenance	\$ - ###		4			
	\$ -			\$ -		5			
Growth: #DIV/0!						Notes:			
Notes:			Notes: 2007 Revenue						

By Product		Geographic Distribution		Top Strategic Opportunities			
ActiveNet	0	West	0	City	State	Population	Est. Annual Recurring Rev.
Class	0	Mid-West	0	1			
Safari	0	North-East	0	2			
Product 4	0	South	0	3			
Product 5	0			4			
Total	0	Total	0	5			
Notes:		Notes:		Notes:			

## Market Attractiveness

Market Size			Market Grade
Total Addressable	~15000 Yoga/Pilates Studios		+
Number of Transactions	Large number of Activities with large participation numbers		+
Registration Fees	Fees for Activity Registrations reach \$40 on average - largely made up of Drop-in classes (Punch Pass)		+
Strategic Fit			
Importance for active.com portal	Important demographic for the Mind and Body Vertical		+
Influence of Active brand	Need to continue to build market share - Key metric is to reach/overtake main competition		-
Marketing Opportunity	Moderate, requires decision maker education		=
Transaction and Fee Opportunity			
Revenue Per Transaction	Size of most studio based on # of Instructors		+
Revenue Per Org	Dependent on # of instructors and Facility size		+
Active's Fees	Average Rev. per reg = \$2		+
Market Access			
National Organizations	American Yoga Association; Canadian Yoga Association		+
Registration Options	Online registration conversion rate based marketing effectiveness and participant demographics		+
Competition	Mind Body Online owns 25% of the market		-
Consumer Demographics	Attractive income demographics		+

## Home Owner Associations

## Market Analysis

Total Market Size: # of Orgs	Total Revenue Opportunity	Share of Addressable Market
Total Market Size 300,000	Total Market Size \$ 540,000,000	
Unaddressable -	Unaddressable \$ -	
Total Addressable Market 300,000	Total Addressable Market \$ 540,000,000	
Current Customers 1 0%	Current Customer Potential \$ 50,000 0%	
Total Remaining Opp 299,999	Total Remaining Opp \$ 539,950,000	
Orgs with Competitors - 0%	Competitor Revenue \$ - 0%	Notes: Measured by Revenue
Notes:	Notes:	
Source: <a href="http://www.caonline.org/news/detail.cfm?PF">http://www.caonline.org/news/detail.cfm?PF</a>		

## Customer Statistics

Projected 2008 Revenue by Type	2007 Revenue by Type	Top Strategic Customers
ActiveNet 50000	Transaction Rev % ###	City State Population Annual Recurring Rev.
Class 0	License \$ - ###	1
Safari 0	Services \$ - ###	2
Product 4 0	Hardware \$ - ###	3
Product 5 0	Maintenance \$ - ###	4
Total 50000	\$ -	5
Growth: n/a		
Notes:	Notes: 2007 Revenue	Notes:
By Product	Geographic Distribution	Top Strategic Opportunities
ActiveNet 1	West 1	City State Population Annual Recurring Rev.
Class 0	Mid-West 0	1
Safari 0	North-East 0	2
ACM 0	South 0	3
Product 5 0		4
Total 1	Total 1	5
Notes:	Notes:	Notes:

## Market Attractiveness

Market Size		Market Grade
Total Addressable	Large number of HOAs	+
Number of Transactions	Large Number of recurring transactions	+
Fees		+
Strategic Fit		
Importance for active.com portal		=
Influence of Active brand		-
Marketing Opportunity	Attractive Demographics	+
Transaction and Fee Opportunity		
Revenue Per Org	Dependent on community amenities and service	+
Active's Fees	Average Rev. per transaction = \$2	+
Market Access		
National Organizations	strong network of timers, promoters	+
Payment Options	Variety of associations but several are well networked	+
Competition		=
Consumer Demographics		=

**Market Overview:**

ActiveCommunities provides technology and marketing solutions to local Parks and Recreations centers, YMCA's and JCC's, Boy Scouts, Campus Recreation, Community Residences, Athletic Facilities, Senior Centers . This business unit provides hosted, licensed and subscriptions software and services to more than 1200 organizations including the City of Toronto, the City of New York, and the YMCA of Greater Kansas City.

*A breakdown of the calculations for the Market Size and Revenue Per Client pricing calculations for are available on the subsequent pages.*

**Parks and Recreation****activecommunities****Market Size:**

*Total Market Size: 7000 Cities and*

*Unaddressable: 1095*

*Based on Cities with less than 5000 in population*

*Total Addressable Market: 5905*

*Source:*

Stats Canada; US Census Bureau

**Revenue Per Client:**

Revenue per client is broken down into 2 components: Upfront and Transaction revenue. Upfront revenue consists of Software Licenses, Consulting Services and Hardware. Transaction revenues are the fees collected on registration process via our hosted solutions.

For cities <30k in population, the average upfront revenue is \$14,000. For larger cities, (>30k in population, average upfront revenue is \$36,750.

Transaction revenue per city is calculated on the following assumptions:

Average # of transactions per City	18,000
Average price per class	\$70
Average Revenue per City	\$1,260,000
Total number of cities	7000
Total Registration Spend	\$8,820,000,000
Avg. Revenue % per Registration	6.5%
Total Transaction Revenue Opp	<b>\$ 573,300,000</b>
Average Trans Revenue per Org	\$ 81,900



## Non-Profit



### Overview:

ActiveCommunities Non-Profit Submarket includes YMCAs, JCCs and Boy Scouts

### Market Size:

Total Market Size:

967 YMCAs

250 JCCs

305 Boy Scouts of America Councils (BSA)

Total Addressable Market: 1567

Source:

2006 YMCA Rankings by Operating Revenue \*See attached PDF

JCC-USA Listing ([http://www.israelim.com/jcc\\_USA.htm](http://www.israelim.com/jcc_USA.htm))

Boy Scouts (<http://www.scouting.org/media/lcl.aspx>)

### Revenue Per Client:

#### YMCA

Revenue per client is broken down into 2 components: Upfront and Transaction revenue. Upfront revenue consists of Software Licenses, Consulting Services and Hardware. Transaction revenue are the fees collected on registration process via our hosted solutions.

For YMCAs <4M in operating revenue, the average upfront revenue is \$14,000. For larger YMCAs, (>4M in operating revenue, average upfront revenue is \$36,750.

Transaction revenue per YMCA is calculated using the following Assumptions applied to the 2006 aggregate national YMCA revenue:

Transaction revenue per YMCA is calculated using the following Assumptions applied to the 2006 aggregate national YMCA revenue:

\* Revenue percentage allocation below taken from YMCA Kansas

Revenue Type	% of total Revenue	Trans Rate
Programs	32%	6.5%
Memberships	44%	3.0%
Donations	15%	3.0%
Other	9%	0.0%
	100%	

	< 4M Oper. Revenue	> 4M Oper. Revenue	
# of YMCAs	720	247	
Total Revenue	\$ 1,000,000,000	\$ 4,000,000,000	
Program Revenue	\$ 20,800,000	\$ 83,200,000	
Membership Revenue	\$ 13,200,000	\$ 52,800,000	
Donations	\$ 4,500,000	\$ 18,000,000	
Total Transaction Revenue	\$ 38,500,000	\$ 154,000,000	\$ 192,500,000
Avg. Trans Rev per Org	\$ 53,472	\$ 623,481	

**Non-Profit**  
Revenue Per Client Cont.



**JCCs**

Revenue per client is broken down into 2 components: Upfront and Transaction revenue. Upfront revenue consists of Software Licenses, Consulting Services and Hardware. Transaction revenues are the fees collected on registration process via our hosted solutions.

The average upfront revenue is \$36,750. Transaction revenue per JCC is calculated using the average Transaction revenue per Org calculated for YMCAs

# of JCCs	250
<b>Avg. Trans Rev per Org</b>	<b>\$ 53,472</b>
<b>Total Transaction Revenue</b>	<b>\$ 38,500,000</b>

**Gymnastics**



**Market Size:**

*Total Market Size: 4600 Gymnastics Clubs (U.S = 4000; Canada = 600)*

*Source:*

USA Gymnastics (<http://www.usa-gymnastics.org/Story.aspx?tabid=516&prog=aboutus>)

**Revenue Per Client:**

Revenue per client is broken down into 2 components: Upfront and Transaction revenue. Upfront revenue consists of Consulting Services and Hardware. Transaction revenues consist of the fee collected on registration process via our hosted solutions.

Gymnastics Clubs are segmented based on Annual Revenue

\*USA Gymnastics

NEW MARKET OPPORTUNITY Segment	Total US Market	Average Annual Revenue	Avg. Upfront Revenue	Addressable New Opportunity - Up Front Revenue	Addressable New Opportunity - Annual Transaction Revenue	TAM by segment
> 1.2M Rev	800	\$660,000,000	\$10,000	\$7,980,000	\$42,900,000	\$ 50,880,000
> .450M Rev	2400	\$780,000,000	\$5,000	\$11,975,000	\$50,700,000	\$ 62,675,000
> .200M Rev	800	\$100,000,000	\$3,000	\$2,400,000	\$6,500,000	\$ 8,900,000
	<b>4000</b>	<b>\$1,540,000,000</b>		<b>\$22,355,000</b>	<b>\$100,100,000</b>	<b>\$ 122,455,000</b>

**Market Size:**

Estimated Market Size: 11,667 studios

Source:

North America Studio Alliance: <http://www.namasta.com/pressresources.php>

**Revenue Per Client:**

Revenue per client is broken down into 2 components: Upfront and Transaction revenue. Upfront revenue consists of Consulting Services and Hardware. Transaction revenues consist of the fee collected on registration process via our hosted solutions.

Market size derived from the number of certified instructors in the U.S. and Canada.

- 70,000 certified instructors in N.A
- Assume 35,000 are practicing
- Assume 3 instructors per studio
  - $35,000/3 = 11667$  studios

Total # of studios	11,667
Instructors per studio	3
Est. # of classes per day	2
Est. Total # of classes annually	25,550,730

Est. # of people per class	15
----------------------------	----

Total # of studios	11,667
Instructors per studio	3
Est. # of classes per day	2
Est. Total # of classes annually	25,550,730

Est. # of people per class	15
----------------------------	----

Avg. cost per class	\$15
---------------------	------

Total spend	\$ 5,748,914,250
-------------	------------------

<b>Total Trans Rev Opp.</b>	<b>373,679,426</b>
<b>Trans Rev per Studio</b>	<b>32,029</b>

<b>Upfront per Studio</b>	<b>2000</b>
<b>Total upfront</b>	<b>23,334,000</b>

# The Active Network, Inc

Active Communities

Date: 07/11/2008

REVENUE SUMMARY		Q1		Q2		Q3		Q4		2007
Total ORGS Revenue	\$	5,476,275	\$	6,287,112	\$	6,070,304	\$	6,365,062	\$	24,198,753
Yearly Revenue Growth										
Total SaaS Revenue		\$901,021		\$1,311,835		\$1,123,913		\$1,157,466		\$4,494,235
Yearly SaaS Revenue Growth										
Total ORGS Revenue Before Churn										
Yearly Revenue Growth										
Yearly Customer Churn										

MARKET SHARE SUMMARY		Q1		Q2		Q3		Q4		2007
Market Size (Nbr of Orgs)		58,250		58,400		58,550		58,712		358,718
Transactions per Organization		1,197		1,974		1,925		1,153		1,030
# of Transactions		69,699,644		115,308,510		112,734,223		67,716,685		369,459,405
Addressable Market %		99%		99%		99%		99%		99%
# of addressable Organizations		57,668		57,816		57,965		58,125		355,131
# of addressable Transactions		69,002,648		114,155,425		111,606,881		67,039,518		365,764,811
Nbr of Customers (Orgs Processing)		400		442		482		504		504
Penetration %		1%		1%		1%		1%		0.1%
Existing Organizations										
New Organizations										
Total Organizations Growth										

Total Addressable Market (in \$)

Total Penetration %

**active**communities

[illegible]

No entry in the Product Offering matrix represents the competitor lacking this offering

#### Competitive Overview Key

Label	Rank:
(1)	A= Threat within the market and possibly other core markets. Potential acquisition target of Larger Player entering the Space B= Strong competitor within specific market vertical but with little/no penetration in other markets – niche competitor C= Not a threat to Active's market vertical business nor to overall business
(2)	A= Product(s) Meets/Exceeds Active's within Core Market; B= Some functionality meets/exceeds Active, C= substandard functionality
(3)	A= Market leader in number of customers/revenue; B= Equal/comparable to Active in number of customers; C= small customer base in market
Label	Stack Rank:
Overall	Stack Ranking (1 = least competitive)
Price	Stack Ranking (1 = Least Expensive)
Functionality	Stack Ranking (1= Worst/Least Comprehensive)

#### Core Product Offering Rankings Key

	Rank Description:
1	Functionality is superior to Active; Specifically addresses market needs; a key reason for customer acquisition
2	Functionality is comparable to Active
3	Functionality is not as strong as Active's Does not offer functionality

#### Core Product Offering Description

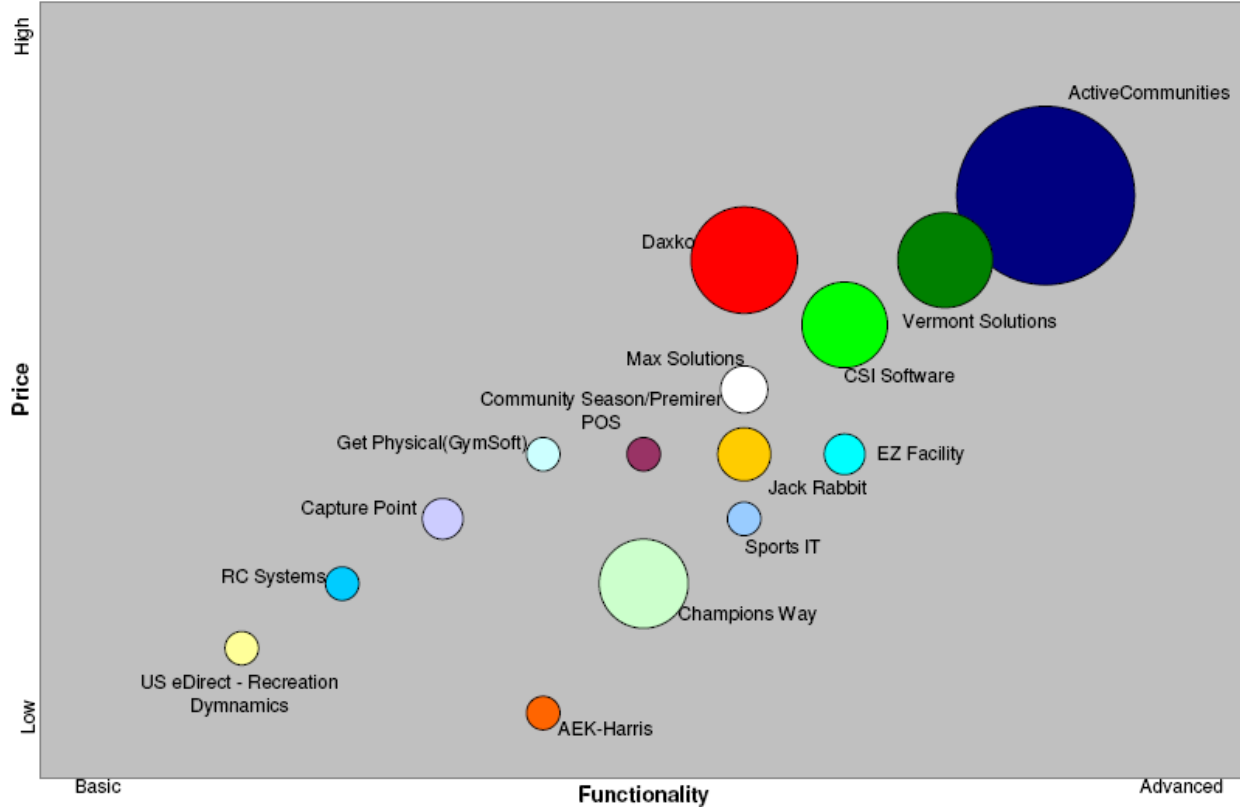
Label	Description
(a)	manages the creation of registration inventory (events, courses, races)
(b)	eStore allows companies to sell inventory; POS supports customers offline/online operations
(c)	Create campaigns, manage fundraisers, publish data
(d)	Reservations, staff scheduling, equipment rental, lockers
(e)	Create teams/charities/organizations; create hierarchy of teams/orgs; create approval workflows
(f)	Online tools for assigning bunks, officials etc
(g)	Create tickets, seating plans, assign tickets to seating plans, sell tickets for events
(h)	Creation and management of membership programs including duration/expiration, billing plans and notification scheduling, plan benefits, access and permissions, rewards,
(i)	location planning, personnel assignment, balancing, bracketing, manual updates, hierarchical scheduling
(j)	Content Management capabilities including import and document creation, role assignment, workflows, tracking, etc



## Other Detail

Competitor	Rev Model	Point or Full Solution?	Other Product Features	Key Customers/Partnerships
ActiveCommunities				
Max Solutions	Transactions or License	Full	LCD Display	
Vermont Solutions	License	Full		
AEK-Harris	License	Full		
Community Season/Premier POS	Transactions	Full		
Daxko	Subscription	Full	Site Scan - attendance tracking, Integrated financials	Mobile Fit Member wellness
AE Group (Pro School)	License	Point	Score board, Rotation scheduling	
Jack Rabbit	Subscription	Full	**based on Number of active/inactive students	
EZ Facility	Subscription	Full	**monthly based on locations	
Capture Point	License	Full		
CSi Software	Transactions or License	Full	Pushing PCI compliance	
RC Systems	License	Full		
Get Physical(GymSoft)	License	Point		
Champions Way	Subscription	Point		
US eDirect - Recreation Dynamics	License	Point		
Sports IT	Subscription	Full		
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## Appendix E – North American Market Analysis



### North American Market Analysis

Total Market Size: # of Orgs		Total Revenue Opportunity		Share of Addressable Market	
Total Market Size	1,997,176	Total Market Size	\$15,377,385,284		
Unaddressable	103,765	Unaddressable	\$1,884,675,955		
Total Addressable Market	1,893,411	Total Addressable Market	\$ 13,492,709,329		
Current Customers	64,244	ActiveOrgs 08 Rev (Proj)	\$155,413,856		
Total Remaining Opp	1,829,167	Total Remaining Opp	\$ 13,337,295,472	Notes: Measured by Revenue	
Orgs with Competitors	333,805	All Competitors 08 Rev (Proj)	\$758,911,514		
Notes:		Notes:			
plus 600 through pending acquisitions		Does not include International			

### Market Summary Information

Current Positioning					Market Size & Assessment				
Market:	rank	% Add. Share	Revenue	% Add. Rev	Market	# Orgs	Addressable \$ Market Size	Competitor Rev	Competitor Share
Events	1	1.59%	\$37,000,000	1.99%	Government	24,077	\$2,673,050,000	\$156,000,000	5.84%
Communities	1	0.42%	\$28,666,800	1.12%	Communities	358,718	\$2,564,239,279	\$57,007,500	2.22%
Outdoors	3	0.03%	\$23,215,000	3.14%	Events	638,717	\$1,857,198,894	\$73,000,000	3.93%
Endurance	1	52.04%	\$22,752,165	7.23%	Faith	365,000	\$1,341,523,884	\$94,300,000	7.03%
Sports	1	8.04%	\$14,860,000	3.29%	Educate	177,394	\$1,257,150,789	\$57,249,924	4.55%
Camps	1	6.71%	\$11,914,800	3.95%	Golf	17,168	\$1,017,638,676	\$29,600,000	2.91%
Government	5	1.77%	\$7,558,788	0.40%	Fitness	33,769	\$975,037,664	\$78,000,000	8.00%
Educate	3	1.25%	\$5,262,475	0.42%	Outdoors	52,504	\$739,192,000	\$153,000,000	20.70%
Golf	4	4.40%	\$3,920,000	0.24%	Sports	201,577	\$451,393,508	\$36,240,090	8.03%
Fitness	20	0.00%	\$0	0.00%	Endurance	92,727	\$314,643,977	\$9,950,000	3.16%
Faith	50	0.00%	\$0	0.00%	Camps	35,524	\$301,640,659	\$14,564,000	4.83%
International					International				
Totals		3.39%	\$ 155,150,028	1.15%	Totals	1,997,176	\$13,492,709,329	\$758,911,514	5.62%
Notes:									
- Market Rank is an approximation									

## Appendix F - Competitive Detail

### Active Organizations

Competitive Detail											
Competitor	Rank	Graph Price	Graph Functionality	Sub-Market	Threat (1)	Product Strength (2)	Client Strength (3)	# of Clients	Est. Rev. (\$M)	YOY Growth %	Strategy
<b>Top Competitor per Market</b>											
CampMinder	1	8	7	0	B	B	C	150	1	0	0
Vermont Solutions	1	8	9	Parks and Rec	B	B	C	700	8	0	Compete
Kev Software	1	7	8	K12	B	B	B	3800	2	0	Acquire
Marathon Guide	1	6	10	Running	A	B	C	200	1.4	0	Compete
EVENTS											
REGONLINE											
SII (Constellation)	1	6	9	0	A	A	B	0	5.5	0	Compete
ACS Technologies	1	6	9	0	B	B	A	23000	26	1130.4	Acquire
Fitness											
Cypress (Golf Flow)	1	12	15	Portal	A	A	A	0	5	0	Compete
International											
Affinity Dev Group	1	17	16	All	A	A	B	400	1.6	135	Compete
<b>#2 Competitor</b>											
CampBrain	2	7	7	0	B	B	B	800	1.7	0	0
Daxko	2	8	7	YMCA	A	B	A	300	10	0	Acquire
TRA	2	4	5	K12	B	B	C	2000	1	0	Acquire
Afficient (SMUS)	2	5	8	All	A	B	C	1000	2.4	0	Compete
EVENTS #2											
REGONLINE #2											
Government #2											
Shelby Systems	2	7	6	0	A	B	A	8700	12	1379.3	Acquire
Fitness #2											
EZ Links	2	12	11	All	B	B	B	0	3	0	Acquire
International #2											
IT Sports Net	2	18	22	All	A	B	B	475	1.9	145	Compete
<b>#3 Competitor</b>											
Software: EZCamp	3	5	5	0	A	B	A	1000	2.5	0	0
CSI Software	3	7	8	Higher Ed	A	B	B	100	6.5	0	Acquire
EPES	3	1	3	K12	C	C	C	9000	1.5	0	Acquire
EventsOnline.CA	3	9	5	All	B	B	C	300	1	0	Compete
EVENTS #3											
REGONLINE #3											
Government #3											
Fellowship Technologies	3	10	10	0	A	A	A	700	7	10000	Acquire
Fitness #3											
FORE	3	11	8	All	B	C	A	0	3	0	Acquire
International #3											
Demosphere	3	22	18	All	A	A	C	450	1.5	125	Compete

**Competitive Overview Key**

Label	Rank:
(1)	A= Threat within the market and possibly other core markets. Potential acquisition target of Larger Player entering the Space B=Strong competitor within specific market vertical but with little/no penetration in other markets – niche competitor C=Not a threat to Active's market vertical business nor to overall business
(2)	A=Product(s) Meets/Exceeds Active's within Core Market; B=Some functionality meets/exceeds Active, C=substandard functionality
(3)	A=Market leader in number of customers/revenue; B=Equal/comparable to Active in number of customers; C=small customer base in market
Label	Stack Rank:
Overall	Stack Ranking (1 = Most competitive)
Price	Stack Ranking (1 = Least Expensive)
Functionality	Stack Ranking (1= Worst/Least Comprehensive)

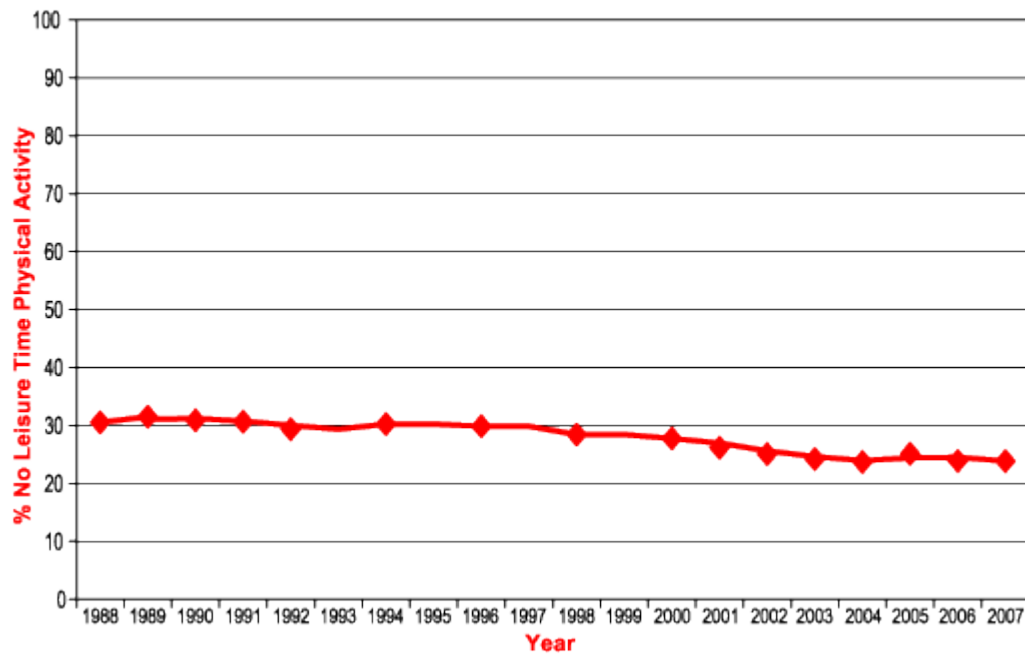
**Core Product Offering Rankings Key**

Rank	Description:
1	Functionality is superior to Active; Specifically addresses market needs; a key reason for customer acquisition
2	Functionality is comparable to Active
3	Functionality is not as strong as Active's
	Does not offer functionality

**Core Product Offering Description**

Label	Description
(a)	manages the creation of registration inventory (events, courses, races)
(b)	eStore allows companies to sell inventory; POS supports customers offline/online operations
(c)	Create campaigns, manage fundraisers, publish data
(d)	Reservations, staff scheduling, equipment rental, lockers
(e)	Create teams/charities/organizations; create hierarchy of teams/orgs; create approval workflows
(f)	Online tools for assigning bunks, officials etc
(g)	Create tickets, seating plans, assign tickets to seating plans, sell tickets for events
(h)	Creation and management of membership programs including duration/expiration, billing plans and notification scheduling, plan benefits, access and permissions, rewards
(i)	location planning, personnel assignment, balancing, bracketing, manual updates, hierarchical scheduling
(j)	Content Management capabilities including import and document creation, role assignment, workflows, tracking, etc

## Appendix G - 1988–2007 No Leisure-Time Physical Activity Trend Chart

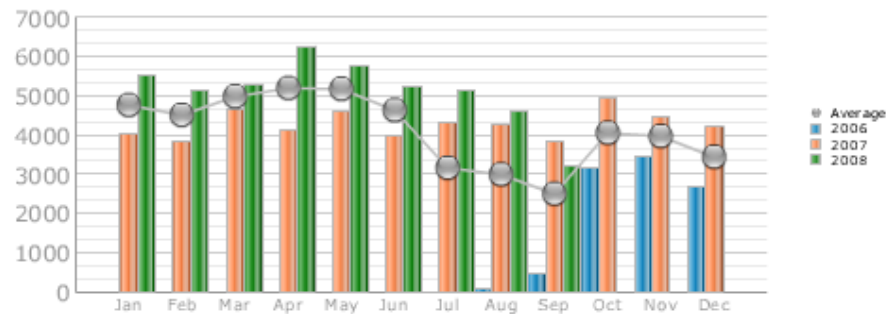


Data are reported from 36 participating states from 1988–2007. The proportion of the U.S. population that reported no leisure-time physical activity decreased from about 31% in 1989 to about 28% in 2000, then decreased to about 24% in 2007.

## Appendix H - Metrics

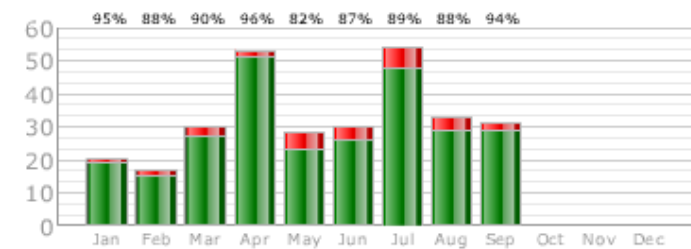


Total Incident Count by Month per Year

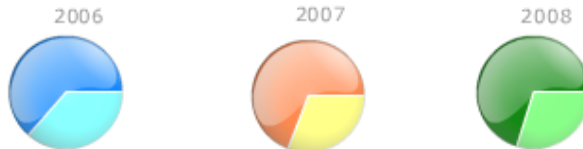


Closed In and Out of Standard 2008

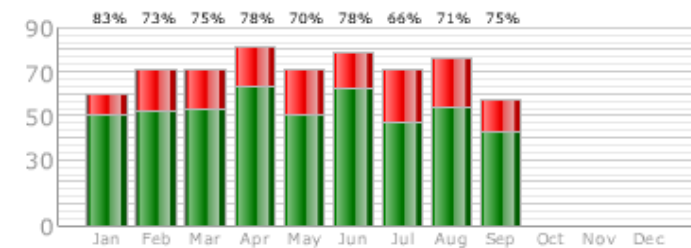
"A - Site Down"



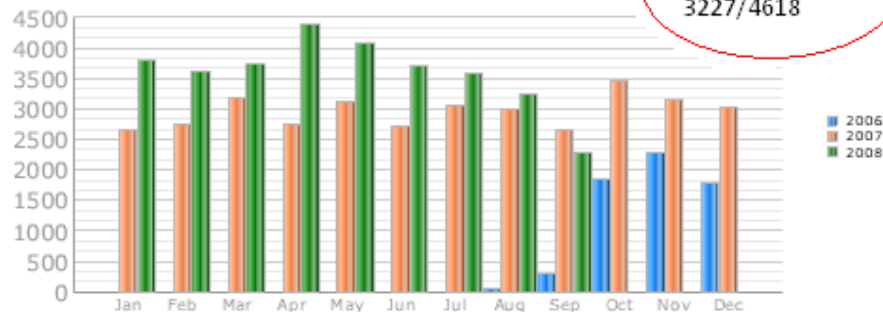
Closed First Call as a Percent of Total Calls



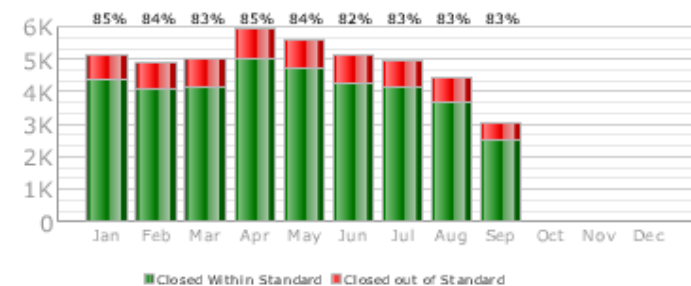
"B - Urgent"



Closed First Contact by Month per Year



"C - Normal"



## Appendix I - Online Usage

Compiled by Support team member

### Issues/Gaps/Bottlenecks

Lack of reporting. None of the teams used any method to analyse online usage. In some cases, analytics are available, but was not being made use of.

For most teams, there is no regular maintenance of the information on the portals/websites. Information is updated sporadically. Due mainly to missing resources to create the content.

Camps and Sports/Endurance do not have portals where customers can go to.

Many customers don't like to use online resources.

Only 10 out of 1300 golf customers use the portal to submit incidents.

Many of the Educate customers are older and are not that familiar with technology. They prefer to have someone walk them through rather than looking for information themselves.

Class is the only product that has high online usage. (Information based on Epicor Portal usage)

Page Hits, 2008 YTD		
Area	Hits	%Hits
ACM	4,412	6.22%
ACR	183	0.26%
Activation	3,775	5.32%
ActiveNet	883	1.24%
Class	42,375	59.69%
COG	376	0.53%
eMarketing	11,687	16.46%
Fairway	228	0.32%
GeN	2,057	2.90%
Jencess	17	0.02%
LibraryOnline	359	0.51%
PaymentServer	2,631	3.71%
Safari	495	0.70%
TrainingTours	1,510	2.13%
<b>Total</b>	<b>70,988</b>	

Many products are missing because we currently do not have analytics for them.

NPS survey for communities indicates that customers want more online content.

More training videos

More community interaction (With other customers)

Final numbers not available. Will include when they are ready.

### Best Practices

There are no standardized methodologies for providing web content; however there are several items that support sites have been moving towards.

The Association of Support Professionals has a yearly ten best support web sites contest. Looking at the repeat winners, we can get a sense of what is driving good customer experiences.

Hall of Fame Winners – Those who have been in the top 10 for at least 4 years.

Dell

Cisco Systems

Cognos

McaFee

Consoma (M2M)

Hewlett-Packard ITRC

Microsoft

Novell

Symantec

Think3

Common content between Hall of Fame websites

Single website – includes links to more product-specific information

Support as a main-menu item instead of a hidden link

Searchable knowledgebase – Search option is plainly visible on most pages

Web 2.0 content – Forums, blogs

Majority of content available to public - Only personalized portions are behind a password.

Downloadable content – free trials, manuals, technical papers

Ability to submit online support incidents

Training – links to information for training, including course schedules and links to register

Links for purchasing

The Association of Support Professionals’ “The Year’s Ten Best Web Support Sites”

Hall of Fame Winners:

Dell

Cisco Systems

Cognos

McaFee

Consona (M2M)

Hewlett-Packard ITRC

Microsoft

Novell

Symantec

Think3

## **Criteria**

### **Overall usability, design, and navigation**

1. What's your impression of the support site's overall organization?

Site provides easy access to all resources from a single support home page or product-specific support page

2. What's your impression of the support site's pathways to relevant content?

Links are clearly defined; few clicks to reach relevant content



3. How would you rate the support site's overall consistency of design?

All pages are based on standard, easy-to-learn templates

4. How would you rate the layout of link-intensive entry-point pages (e.g., support home)?

Clear, uncluttered layout; prominent placement of high-traffic links

Knowledgebase and search implementation

1. What's your impression of the site's overall knowledgebase integration?

Search engine extracts relevant content from multiple sources of information, in multiple file formats (e.g., tech notes, documentation, forum postings, tutorials, error code tables, PDFs)

2. What's your impression of how the search function displays results?

Retrieves documents filtered by relevance or other user-defined criteria; clear titles and summaries

3. What's your impression of the FAQ (or similar fast-track solution) sections?

Well-written answers to genuinely "frequent" questions

4. How would you describe the writing and editing of the knowledgebase text?

Well-written, easy to follow, uses graphics or multimedia when appropriate

5. How would you describe how the site gathers feedback from knowledgebase users?

Asks for document quality scores and suggestions about how to improve each tech note  
Interactive features

1. How broad is the interaction between the sites and its users?

Site serves as a central portal for all post-sales customer interactions, including support, training, consulting, and user community

2. What options are available for online case management (including repair and parts orders?)

Qualified users can open new cases online and track pending cases

3. What kind of discussion groups or forums are supported by the site?

One or more active forums, moderated by company or community representatives

4. Does the site invite users to sign up for e-mail alerts (e.g., software and driver updates, bugs) newsletters, RSS feeds, etc.?

5. If the site fails to resolve a problem, what escalation options (free or fee-based) do users have?

Easy access to telephone or chat support

Customer experience

1. How would you describe the site's use of technology to deliver a high-quality customer experience?

Performance is excellent, and developers make good use of advanced tools (e.g., remote diagnostics, configuration wizards, wikis, webinars, etc.)

2. Does the site let users create meaningful personal profile pages?

Yes; profile includes extensive customer history (e.g., product ownership, support activity, service agreements) and auto-fills some forms

3. How does the site support downloads of patches, drivers, and upgrades?

Site helps users determine specific download needs with auto-detect tools, advanced filtering, or product profiles

4. Does the site offer resources that reflect various customer learning styles?

Site provides extensive choices, such as standard documentation, online tutorials, webinars, technology white papers, troubleshooting wizards, application tips, alerts, etc.

5. Does the site offer personalized content for different types of customers?

Developers have segmented the site for different groups (e.g., major accounts vs. consumers, new users vs. power users)

The major site development challenge

1. How would you describe the company's overall site development strategy?

Primary goal was to improve the customer's support experience

2. In terms of the company's available resources, how ambitious was the challenge?

Intense ongoing improvement effort, with difficult project management and team coordination requirements

3. How did the site's developers validate their solution to this challenge?

Collect new information from interviews, customer surveys, Web logs, usability tests, competitive analysis.

4. How did the site developers know that they had achieved good results?

Analyzed their results with formal ROI and customer satisfaction metrics

5. How would you describe the "lessons learned" from this challenge?

Insightful, strategic, applicable to broad range of situations

## Appendix J - ACM Knowledge Management

Put consistent, relevant information at the fingertips of your citizens and save money  
*What if you could significantly reduce the cost of citizen request management by your staff?*

ActiveGovernment's Knowledge Management solution is designed specifically for governments to meet increased citizen demand for self-service options and to improve organizational efficiencies.

Part of the [Citizen Access Suite](#), the Knowledge Management solution is easy-to-use, enabling you to capture and organize knowledge in a single repository. Your citizens are empowered with immediate access to pertinent information, simply by visiting your web-based knowledgebase and using the powerful features for gathering knowledge.

### Features

Our Knowledge Management solutions can incorporate the features below, and more.

### Knowledgebase Management

---



- Create a single repository of knowledge and manage both staff and citizen facing information using administrative controls
- Set expiration dates for articles and subsequent actions such as removing or archiving articles
- Set workflows that require content approvals
- Create bulletins with custom priority levels for critical information. Once read, users can hide the bulletin.
- Assign key contacts to each article
- Identify related articles and attach support documentation such as manuals and training videos
- Create a custom interface to match your website or other applications
- Report on article usage and answer relevance metrics

### Search, Browse, and Email

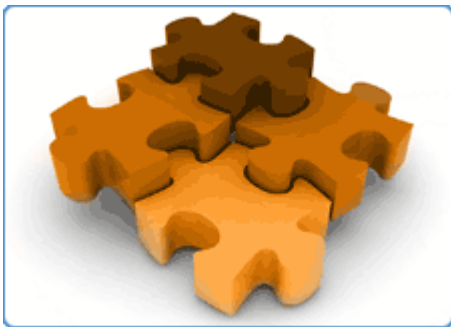
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- Use simple and advanced keyword searches on local or remote repositories
- Browse feature refreshes list of articles in real-time as different knowledgebase criteria is selected
- Customer service agents can email articles and include a personalized note or supporting document

## Seamless Integration

---



- Fully integrates with ActiveGovernment Citizen Request Management and Web Content Management solutions providing a complete solution for informational only requests and requests for service
- Create and open requests in Citizen Requests directly from the knowledgebase
- Track knowledgebase articles related to services requests
- Automatically suggest possible solutions from the knowledgebase during request entry

<http://www.activegovernment.com/solutions/knowledge-management.htm>

## Appendix K - Goals for the NPS conference

### Short Term:

- 1) Survey implementation. By this point we will have implemented the first survey and dealt with the process. Through presentations and networking I will look to:
  - a. Solve any logistical problems that may present themselves over the next few months (Key for us – segmenting markets and products for reporting)
  - b. Gather tips for increasing response rates
  - c. Pickup any process related improvements from people with more experience
  - d. Any other features used by survey tools that have been found to be effective
- 2) Survey response
  - a. How to most effectively deal with responses. Is there a better way than dealing directly to single manager per market to distribute?
  - b. Specific feedback items. Through market specific breakout sessions, look to address any trends in feedback. (Reduce the negative and reinforce the positive)
- 3) Optimal organizational structure. Much of the literature is around building nps teams across the organization to create change.
  - a. What do these teams look like in the real world (composition, purpose, advantages over current approach)?
  - b. What is the workflow like through these teams (who gets the data, who acts, how do they segment responsibilities)
- 4) Marketing program internally
  - a. Creating buy in across the organization
  - b. How to cement NPS (or Customer Loyalty) into the active language

### Longer term/strategy:

The focus of this years conference is 'Driving Customer Focused Behaviour'. So the bulk of what I'm hoping to pull out will fall under improvements to strategy to help increase customer loyalty as opposed to just measuring it.

- 1) Goal setting
  - a. What's considered an attainable goal for NPS given our current results? What results have other organizations experienced?
  - b. What term length should we be looking at for improvements?
- 2) Strategies to act on feedback
  - a. What has worked for organizations who have been successful for improving NPS?

- b. Using specific feedback items attained through the survey, what approaches have proven successful to address similar items?
- 3) Creating a customer first culture
  - a. Linking bonuses to NPS – is it effective? Which organizational levels should NPS incentives reach?
  - b. Best practices for employee rewards/motivations
  - c. Best practices for customer facing behaviour. How do you convince the customer that you've put them first?
  - d. Customer communities – how do you capitalize on customers who want to be a part of a community with other users?

## **Appendix L - Review of Current Situation**

### **Technology/Vendor Contracts**

- Epicor Portal – Communities, Government, Educate, Golf
- Adobe Captivate – owned by Marketing & Thriva team
  - Used to create training videos
  - Golf
  - Crystal Tutorials
  - Thriva
- Live Meeting
  - Used to create training videos
  - ActiveNet

### **Personnel/Team Structure**

- Rely on regular staff to take on extra tasks such as creating online content
- 

### **Best Practices**

There are several general knowledge management best practices available. However, they are quite generic and are not very well suited to a support environment. Industry analyst David Kay of DB Kay & Associates lists three common knowledge management strategies for support centers. None of these are in use in Professional Services at the moment as there have not been any formal implementations of a knowledgebase.

### **Knowledge-Centered Support**

Knowledge is captured during the support workflow. – Integrated into the day-to-day activities of staff.

Searching starts the authoring process.

Knowledge is published and updated based solely on use.

All support staff able to create articles.

Typical Steps to Creating a New Article

Call from customer.

Staff searches for solution in knowledgebase.

If no resolution, staff creates an article and adds it to the knowledgebase.

If a resolution exists, but is inaccurate, staff either fixes the article or sends a request to have it updated.

### **Product Specialist Authoring**

Tier 2 and/or Tier 3 are authors of documents.

Content is authored when repeated escalations occur.

No technical review of knowledge.

Authors look for root cause and forward to development.

Typical Steps to Creating a New Article

Call from customer.

Staff unable to resolve the issue and escalates the call.

Tier 2 / 3 checks for repeating escalations and creates an article.

Root cause analysis of escalations done.

Feedback sent to Development.

### **Content Team Authoring**

All content created by a dedicated team.  
 Authors are trained technical writers and knowledge managers.  
 Content created usually related to how-to's.  
 Typical Steps to Creating a New Article  
 Staff find an article that they feel would be useful to customers.  
 Makes a request to the content creation team.  
 Request is placed in queue.  
 Content gets created by content creation team.

### **Finding the Right Methodology**

Before we can evaluate which methodology would work the best for Professional Services, we need to understand the goals of implementing a knowledge management solution.

Reduce cost of support

Increase efficiency of support staff

Reduce call volume (Increased use of self-help)

<b>Methodology</b>	<b>Reduce Overall Costs</b>	<b>Increase Efficiency</b>	<b>Reduce Call Volume</b>
Knowledge-Centered Support	☺ Reduced call volume will help reduce overall costs.	☺ Simple questions answered by self-help. Remaining questions will be more complex. Internal articles will help reduce time for repeated complex calls.	☺ Will cover most commonly-asked questions by customers.
Product Specialist Authoring	☺ Improved product quality will help to reduce overall costs.	☺ Complex calls that required escalations before can be handled by more junior staff.	☺ Escalated issues are not good candidates for self-help issues. Reduction in defects will lead to reduction in call volume.
Content Team Authoring	☹ Large staffing requirements.	☺ Simple questions answered by self-help. Remaining questions will be more complex.	☺ Will capture a wide breadth of topics which customers can make use of.

### **Legend**

☺ Significant Improvements   ☺ Moderate Improvement  
 ☹ Minor/No Improvements   ☹ Negative Improvement

Looking at how each of the methodologies can support our goals, we can see that the Knowledge-Centered Support (KCS) methodology is the best at meeting all of our objectives. However, these methodologies are not necessarily mutually exclusive. For example, it's possible to follow the KCS methodology to create troubleshooting articles that are beneficial to support staff and still use Content Team Authoring to create simpler how-to's that are more aligned towards customers. However, implementing additional methodologies will increase the complexity of the knowledgebase and increase the overhead associated with it.



## Appendix M - Knowledge Base

Compiled by Support team Member, November 2008

### Current Support Situation

#### Support Incidents

Support is done through phones, emails, and web incidents

Majority of issues resolved through the phones

#### Tools

Communities support makes use of the Epicor CRM to track incidents.

This also allows customers access to a portal where they can find additional information about the products as well as their incident history.

Internally, support staff make use of the Epicor CRM as well as the Onyx CRM to look up information on how to resolve issues.

#### Portal

Communities, specifically Class, customers make use of the online portal the most.

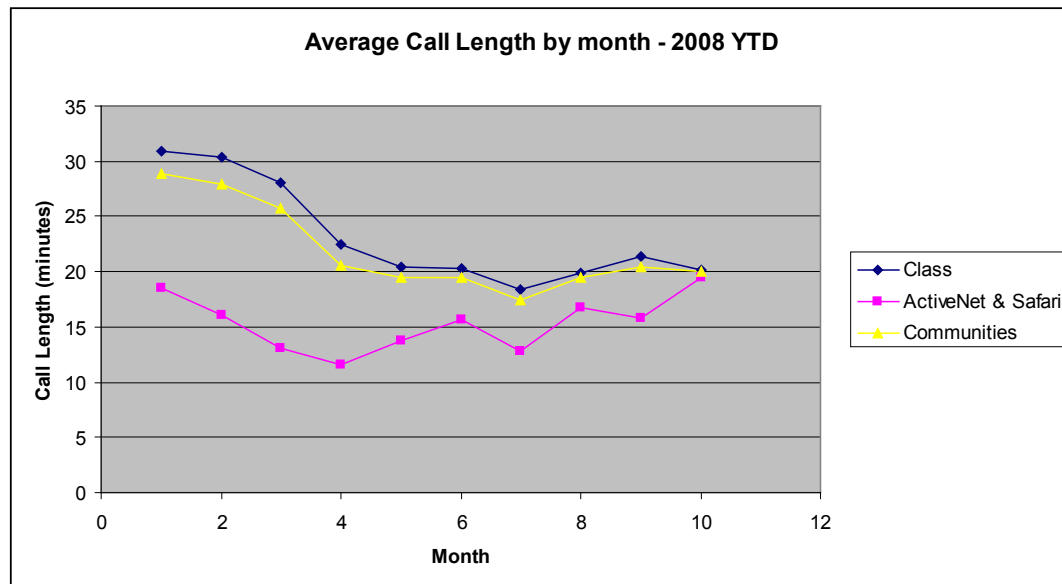
Page Hits, 2008 YTD		
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		59.69
Class	42,375	%
COG	376	0.53%
		16.46
eMarketing	11,687	%
Fairway	228	0.32%
GeN	2,057	2.90%
Jencess	17	0.02%
LibraryOnline	359	0.51%
PaymentServer	2,631	3.71%
Safari	495	0.70%
TrainingTours	1,510	2.13%
<b>Total</b>	<b>70,988</b>	

### Issues/Gaps

#### Time to Resolution

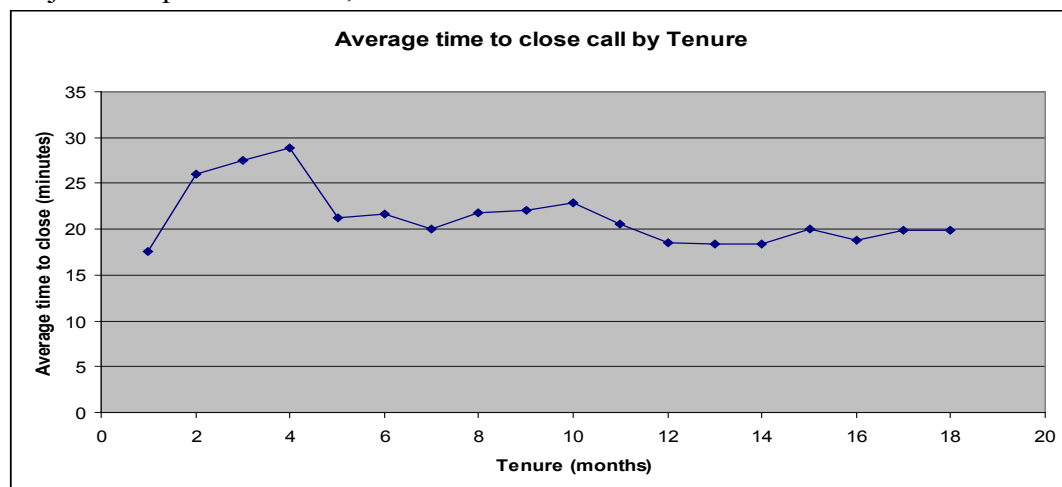
Average call length for 2008 YTD is 20 minutes. This is below the industry average of 15 minutes. There are no tools available aside from the CRM to help staff get the information they need. Information in the CRM is not formatted for easy searching or for readability. This increases the time to research calls that have occurred before and

also increases the chances for errors, as there are no checks in place to make sure the information in the CRM is accurate.



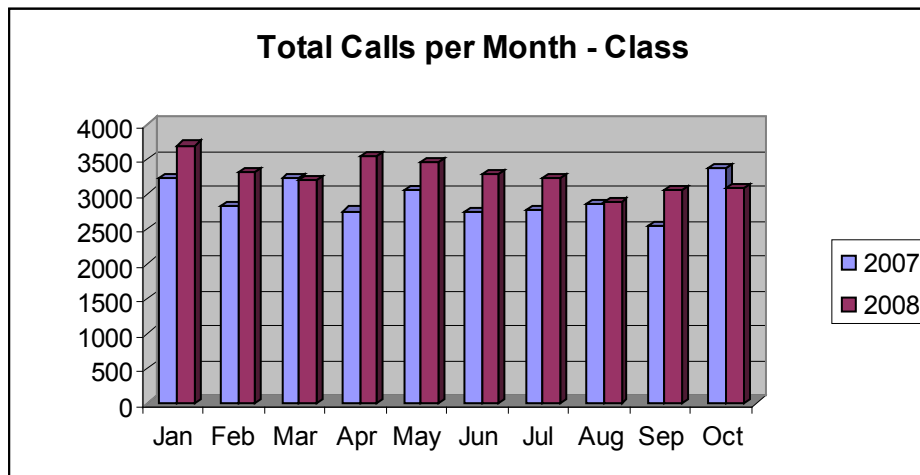
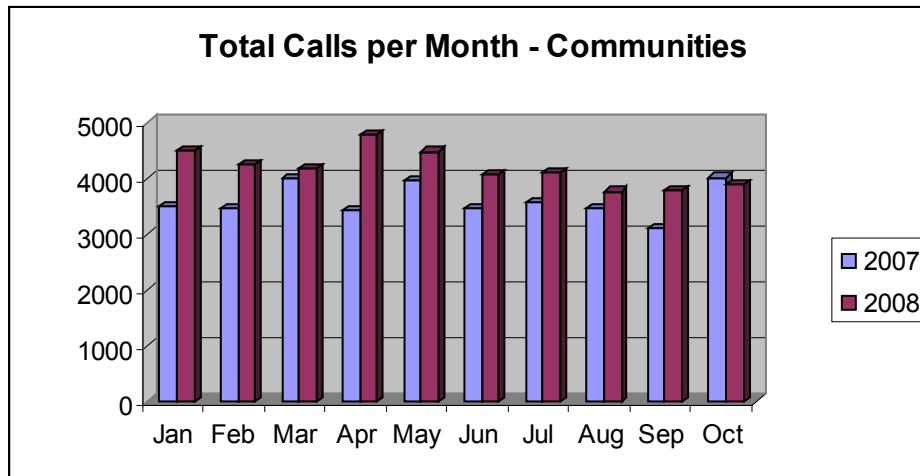
## Training

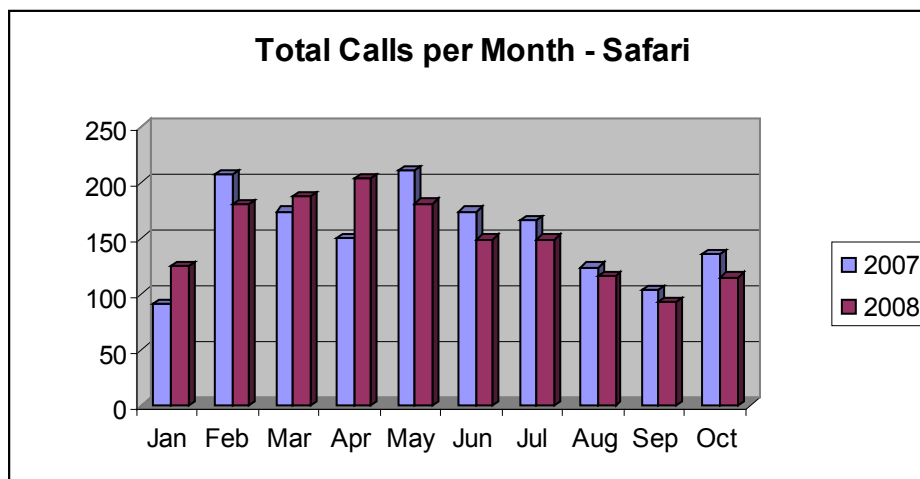
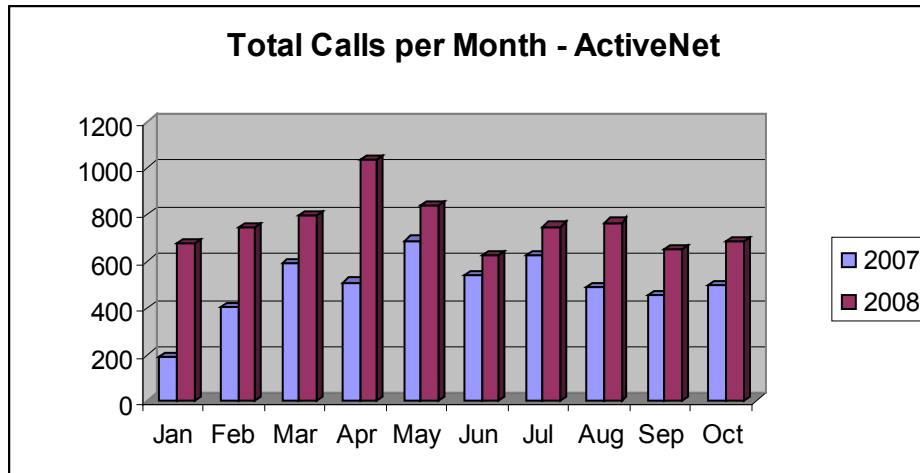
New staff take a long time to become fully effective at support. On average, it takes staff almost a year to reach this point. This is due to the size and complexity of the software they are supporting. Much of the information that is required to do well at the job is implicit. As such, it takes time for staff to learn.



## Call Volume

Call volume has increased by 15% year over year.





### Knowledge Base Solution

### Knowledge-Centered Support

#### Reduced Time to Resolution

Can provide between a 30%-50% decrease in call resolution times. These benefits are usually realized within the first few months of implementing KCS.

#### Increased Efficiency

The reduction in time to close greatly boosts the efficiency of support staff, allowing them to handle more issues and can lead to significant cost savings. For medium and low complexity support environments, these benefits can be achieved within 4.2 or 2.1 months respectively.

	Complexity			Class
	High	Medium	Low	
Average Minutes to Resolve Known Problems	10	7	3	Unknown
Average Minutes to Resolve New Problems	90	40	15	Unknown
Average Incidents Closed per Day	4	12	44	11
Estimated % of Problems which are New	50%	35%	20%	Unknown
Monthly Analyst Cost (Fully Loaded)	\$9000	\$7000	\$5500	\$5000
Investment in KCS Per Analyst	\$4500	\$3500	\$3000	\$2187
Number of Analysts In the Group	10	10	10	16
Cost Per Resolution (Base)	\$107	\$28	\$6	\$20

Average % Analyst Participation Rate	70%	65%	65%	Unknown
Months to Solution Set Maturity	8.6	4.2	2.1	Unknown
Average Analyst Daily Capacity at Maturity	8.5	18.9	53.3	17.3
Average Group Daily Capacity at Maturity	84.7	188.9	533.3	276.8
Analyst Daily Capacity Improvement	112%	57%	21%	57%
Cost per Resolution at Maturity	\$50.60	\$17.65	\$4.91	\$13.76
% Improvement in Cost/Resolution	53%	37%	18%	31%
ROI – 12 month period	1163%	794%	303%	691%

### Reduced Time to Productivity

The increased availability of information provides a 25% reduction in time to productivity. Class staff will go from 11 months to productivity to 9 months to productivity.

### Call Deflection

70% of resolved issues are resolved through self-help. This is a long-term benefit of KCS, usually achieved 1 – 2 years after implementation. A 70% reduction in call volume would reduce our monthly average volume of 3885 incidents to just 1165 incidents per month that analysts would have to handle. This will allow us to significantly lower our overall costs. Based on a recent support organization survey, it was identified that the cost per transaction for self-help issues vary a lot depending on the number of transactions resolved. This is due to the large fixed costs associated with self-help. Organizations that have 50% or more of their issues resolved through self-help have a greatly reduced per transaction cost.

#### Cost per Web Transaction

Respondents	Cost
High-Volume – 50%+ of issues resolved through self-help	\$2.20
Mid-Volume – 10%-49% of issues resolved through self-help	\$38.33
Low-Volume – 1%-9% of issues resolved through self-help	\$160.00
Median – 11%	\$58.33

The increase in call deflections to self-help will cause an increase in the cost of issues resolved by support agents due to the increased difficulty of issues as the majority of repeat issues will be resolved through self-help. Even if the fully loaded cost per resolution by support agents goes back up to \$20 per call, the average cost per resolution of all calls would be just \$7.53 per resolution. This is an additional 46% reduction in cost per resolution compared to the near-term benefits of increased analyst efficiency. ROI over a 12 month period would be 1580%.

### Page Rankings

#### Top 25 page hits - Class

Page	Hits	%
/Portal/downloads/Class/Class600/Install+Guides/SQL_Server_2000_Installation_Instructions_6_0_0.pdf	862	2.03%
/Portal/downloads/Class/Other/online-activity-listing.pdf	812	1.92%
/Portal/downloads/Class/Class600/Issues+Documents/Issues_Resolved_6_0_SP4_Nov212007.PDF	799	1.89%
/Portal/downloads/Class/Class600/Issues+Documents/Release_Notes_6_04.pdf	797	1.88%
/Portal/downloads/Class/Class610/Manuals/GR/Accounting_Manual.pdf	527	1.24%

/Portal/downloads/Class/Class600/Manuals/Affinity_Manual_0.pdf	498	1.18%
/Portal/downloads/Class/Class610/Manuals/SP1/Payment_Processing_Manual.pdf	492	1.16%
/Portal/downloads/Class/Class600/Issues+Documents/Known_Issues_60_SP4_March_6_2008.PDF	477	1.13%
/Portal/downloads/Class/Class610/Manuals/GR/Payment_Processing_Manual.pdf	475	1.12%
/portal/downloads/Webinar/Tutorials/Class/General_Lesson1_Getting_Started.swf	470	1.11%
/Portal/downloads/Class/Class600/Manuals/Class_@Hand_Manual_0.pdf	462	1.09%
/portal/downloads/Webinar/Tutorials/Class/General_Lesson1_Getting_Started.asp	456	1.08%
/Portal/downloads/Class/Class600/Manuals/ClientSync_Manual_0.pdf	454	1.07%
/Portal/downloads/Class/Class610/Manuals/SP1/Client_Accounts_Manual.pdf	437	1.03%
/Portal/downloads/Class/Class610/Install+Guides/GR/Upgrade_Instructions_6.1.pdf	434	1.02%
/Portal/downloads/Class/Class600/Manuals/Internet_Registration_Manual_0.pdf	398	0.94%
/Portal/downloads/Class/Class600/Manuals/SysAdmin_Manual.pdf	396	0.93%
/Portal/downloads/Class/Class600/Manuals/Program_Registration_Manual_0.pdf	394	0.93%
/portal/downloads/Webinar/Tutorials/Class/General_Lesson2_Basic_Account_Creation.swf	392	0.93%
/Portal/downloads/Class/Class600/Install+Guides/MSDE_Installation_Instructions_6.0_0.pdf	377	0.89%
/Portal/downloads/Class/Class600/Manuals/Business_Intelligence_Manual_0.pdf	361	0.85%
/Portal/downloads/Class/Class600/Manuals/Facility_Booking_Manual_0.pdf	358	0.84%
/Portal/downloads/Class/Class600/Install+Guides/Upgrade_Instructions_6_0_SP4.pdf	343	0.81%
/portal/downloads/Webinar/Tutorials/Class/Facilities_Lesson1_Basic_Rentals.asp	338	0.80%

### Top 25 page hits – ActiveNet

/Portal/downloads/ActiveNet/online-activity-listing.pdf	155	21.29%
/Portal/downloads/ActiveNet/Quick+Reference+Guides/ActiveNet_Activity_QuickReference.pdf	23	3.16%
/Portal/downloads/ActiveNet/Quick+Reference+Guides/ActiveNet_Activity_Status_QuickReference.pdf	9	1.24%
/Portal/downloads/ActiveNet/Quick+Reference+Guides/ActiveNet_CreatingActivities_QuickReference.pdf	13	1.79%
/Portal/downloads/ActiveNet/Quick+Reference+Guides/ActiveNet_DayCare_QuickReference.pdf	8	1.10%
/Portal/downloads/ActiveNet/Quick+Reference+Guides/ActiveNet_Donation_QuickReference.pdf	5	0.69%
/Portal/downloads/ActiveNet/Quick+Reference+Guides/ActiveNet_Facility_QuickReference.pdf	10	1.37%
/Portal/downloads/ActiveNet/Quick+Reference+Guides/ActiveNet_Financial_QuickReference.pdf	20	2.75%
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/Portal/downloads/Webinar/ActiveNet/lib/3.swf	14	1.92%
/Portal/downloads/Webinar/ActiveNet/lib/4.swf	14	1.92%

## Appendix N – Professional Services Products, Lead Times and Peak

Product	CRM	Ramp Up	J	F	M	A	M	J	J	A	S	O	N	D
BB Support			7	7	7	9	9	11	11	18	16	11	7	7
SchodBooks	Stacie	1 month												
Tracks	Stacie	1 month												
TexTrack	Stacie	2 weeks												
Webstore	Stacie	2 weeks												
SBWeb	Stacie	1 month												
TRWeb	Stacie	1 month												
Webviewer	Stacie	1 week												
Gov Support (ACM/ACR/PM)	Epicor	2 months	6	6	6	6	6	6	6	6	6	6	6	6
LibOnline	Epicor	1 month	1	1	1	1	1	1	1	1	1	1	1	1
SPORG (EOL)	kayako - n/a	3 weeks	0	0	0	0	0	0	0	1	1	1	0	0
BookIt / E Gov (EOL)	Epicor	2 weeks	0	0	0	0	0	0	0	0.25	0.25	0.25	0.25	0.25
Class	Epicor	2 months	21	21	20	21	21	20	19	20	19	21	19	18
ActiveNet	Epicor	1 month	3	4	4	4	4	3	3	3	3	3	3	3
Safari	Epicor	1 month	1	1	1	1	1	1	1	1	1	1	1	1
ACR Implementation	ActiveCRM	3 months	5	6	6	6	6	6	6	6	6	6	6	6
PM Implementation	ActiveCRM	3 months	4	5	5	5	6	6	6	6	6	6	6	6
ACM Implementation	ActiveCRM	3 months	1	1	1	1	1	1	1	1	1	1	1	1
Integration Analysts			5	6	6	6	7	7	7	7	7	7	7	7
Thrive Support	Brain	4-6 weeks	13	15	15	19	19	19	19	13	13	13	13	13
Thrive Implementation	Brain	3 weeks	20	23	20	19	19	14	13	20	20	22	24	27
BB Implementation	Stacie, ActiveCRM	2 Months	2	2	2	3	4	5	5	5	4	3	2	2
Class Implementation	Epicor, Active CRM	3 Months	18	18	18	18	18	18	18	18	18	18	18	18
Activenet Implementation	Epicor, Active CRM	3 Months	15	15	15	15	15	15	15	15	15	15	15	15
Golf Support			9	8	8	10	11	11	10	10	9	8	8	8
GBN	Epicor	2 weeks												
FSI	Epicor	3 months												
Jencess	Epicor	3 months												
Golf Implementation			3.5	3.5	3.5	3.5	3.5	2	2	2	2	3.5	3.5	3.5
GBN	Epicor, Active CRM	1.5 Months												
FSI	Epicor, Active CRM	2 Months												
Jencess	Epicor, Active CRM	1.5 months												
Endurance - RC - Support	Outlook / ActiveCRM	6 Weeks	6	6	7	7	7	6	6	7	7	7	7	6
Endurance - RC - Implementation	Outlook / ActiveCRM	6 Weeks	5	5	5	4	4	4	4	4	5	5	4	4
Endurance - RC - TAM	Outlook	9 weeks	7	7	7	7	7	7	7	7	7	7	7	7
Sports - RC - Support	Outlook / ActiveCRM	6 Weeks	4	4	4	4	4	4	4	4	4	4	4	4
Sports - RC - Implementation	Outlook / ActiveCRM	6 Weeks	3	3	3	3	3	2	2	3	3	3	3	3
Sports - ClubReg - Support	Outlook / ActiveCRM	9 weeks	2	2	2	3	3	3	3	3	2	2	2	2
Sports - ClubReg - Implementation	Outlook / ActiveCRM	9 weeks	2	2	3	3	3	3	3	3	2	2	2	2
Sports - L1 - TAM	Outlook / ActiveCRM	12 weeks	3	3	3	3	3	3	3	4	4	4	4	4
Sports - L1 - Implementation	Outlook / ActiveCRM	12 weeks	1	1	1	1	1	1	1	1	1	1	1	1
Camps - RC - Support	Outlook / ActiveCRM	6 Weeks	2	2	2	2	2	2	2	2	2	2	2	2